

Staff Consultative Panel



Title	Agenda														
Date	Monday 27 March 2023														
Time	3.00 pm														
Venue	Facilitated by Microsoft Teams virtual meetings platform only. Members and officers attending this meeting are requested to see their separate Outlook meeting invitation to join the meeting.														
Full Members	<p style="text-align: right;">Chair Cllr Birgitte Mager (Employer's Side)</p> <p style="text-align: right;">Vice Chair Paul Davison (Employees' Side)</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">West Suffolk Council (7) (Employer's side)</td> <td style="width: 33%;">Staff Representatives (7) (Employees' side)</td> <td style="width: 33%;"></td> </tr> <tr> <td>Conservative Group (5)</td> <td>Carol Bull John Griffiths James Lay Birgitte Mager David Nettleton</td> <td>Lizzi Cocker Robert Cooper Paul Davison Carys Frost Penny Mills (Vacancy) (Vacancy)</td> </tr> <tr> <td>The Independent Group (1)</td> <td>Ian Shipp</td> <td></td> </tr> <tr> <td>Labour Group (1)</td> <td>David Smith</td> <td></td> </tr> </table>			West Suffolk Council (7) (Employer's side)	Staff Representatives (7) (Employees' side)		Conservative Group (5)	Carol Bull John Griffiths James Lay Birgitte Mager David Nettleton	Lizzi Cocker Robert Cooper Paul Davison Carys Frost Penny Mills (Vacancy) (Vacancy)	The Independent Group (1)	Ian Shipp		Labour Group (1)	David Smith	
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Substitutes	<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Conservative Group (1)</td> <td style="width: 33%;">Sara Mildmay-White</td> <td style="width: 33%;">(Vacancy) (Vacancy)</td> </tr> <tr> <td>The Independent Group (1)</td> <td>Andy Neal</td> <td></td> </tr> <tr> <td>Labour Group (1)</td> <td>Cliff Waterman</td> <td></td> </tr> </table>			Conservative Group (1)	Sara Mildmay-White	(Vacancy) (Vacancy)	The Independent Group (1)	Andy Neal		Labour Group (1)	Cliff Waterman				
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Note: This panel is not governed by the normal Access to Information rules (The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012) in the Council. Therefore these meetings are not open to attendance by the public.															
Interests – declaration and restriction on participation	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.														

Quorum	Four members, comprising at least two employee representatives and two members of the council.
Committee administrator	Sharon Turner Democratic Services Officer Telephone 01638 719237 Email democratic.services@westsuffolk.gov.uk

Agenda

Note: Whilst these agenda papers are not covered by the normal Access to Information Rules (see agenda front), where items are listed as containing exempt/confidential information, members of the Panel are requested to treat them as such.

1. **Substitutes**
Any member (which includes councillors and staff representatives) who is substituting for another member should so indicate, together with the name of the relevant absent member.
2. **Apologies for absence**
3. **Minutes** **1 - 4**
To confirm the minutes of the meeting held on 14 November 2023.
4. **Declarations of interest**
Members are reminded of their responsibility to declare any pecuniary or local non pecuniary interest which they have in any item of business on the agenda, **no later than when that item is reached** and, when appropriate, to leave the meeting prior to discussion and voting on the item.
5. **Workforce Data Overview (verbal)**
6. **Domestic Abuse Awareness Guidance for Employees and Managers (attached)** **5 - 16**
7. **Pay Policy Statement 2023 to 2024 (Report number COU/WS/23/007 attached)** **17 - 30**
To receive the Council's Pay Policy Statement for 2023 to 2024, which is to be considered by Council on 21 March 2023.
8. **Dates of future meetings**
The following dates for future meetings of the Panel are listed below. All dates are Mondays starting at 3pm and the venue will be indicated nearer the time:
 - Monday 3 July 2023
 - Monday 20 November 2023
 - Monday 12 February 2024

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Staff Consultative Panel

Minutes of a meeting of the **Staff Consultative Panel** held virtually via MS Teams remote meeting platform on **Monday 14 November 2022** at **3.00 pm**

Present: **Councillors**

Chair Councillor Birgitte Mager (Employer's Side)

Vice Chair Paul Davison (Employees' Side)

Members (employer's side)

James Lay

David Nettleton

Ian Shipp

David Smith

Staff representatives (employees' side)

Lizzi Cocker

Robert Cooper

67. **Substitutes**

No substitutions were declared.

68. **Apologies for absence**

Apologies for absence were received from Councillors Carol Bull and John Griffiths (Employer's Side) and from Carys Frost and Penny Mills (Employees' Side).

69. **Minutes**

The minutes of the meeting held on 18 July 2022 were confirmed as a correct record.

70. **Declarations of interest**

Members' declarations of interest are recorded under the item to which the declaration relates.

71. **Workforce Data Overview (verbal)**

The Service Manager (Human Resources and Organisational Development) presented this item which provided a 'snapshot' of the West Suffolk Workforce Data as at 30 September 2022.

The Panel discussed the data presented. Since the last update to the Panel, it was noted that the overall Headcount remained static and that staff turnover had slightly reduced to 13.46% (from 14.02%).

Total days lost due to absence had increased since the last update. Again, some of the short term absence still related to COVID-19. Short term absence continued to be recorded by Managers and was monitored on a daily basis. The Panel did express some concern over the increase in absence compared to September 2021, which had showed a significant increase over the last year. The Officer responded by stating that there was confidence that these numbers would reduce over the forthcoming year. The figures may also be over-inflated as staff were more conscious about not coming into work when they were feeling unwell, in case it was a COVID related illness. This was particularly pertinent within the Operations/Waste Service. In terms of the average days absence per FTE, then the Council, as an organisation, would like to see between 6.15 to 7.50 days (currently sitting at 7.54 days). This position would be reviewed again in the next quarter.

With there being no decision required, the Panel **noted** the update provided.

72. **West Suffolk Workforce Strategy 2022 to 2028 - Update (verbal)**

The Service Manager (Human Resources and Organisational Development) provided updates on the following workstreams and priorities within the Strategy:

- *Skills and behaviours*
 - Leadership behaviours for managers.
 - Managers networking and Peer Support Group
 - Developing Future Leaders Programme

The Panel further discussed the Developing Future Leaders Programme. The Officer explained that this Programme would commence in January 2023 and was linked to the Personal Development Review (PDR) process. The intention of the programme was to bring together, not only succession planning for services, but also talent management/staff development. The programme would run with a small cohort each year. Once on the programme, staff would be encouraged to work on an 18 month Development Plan and would have on-going opportunities to be involved in wider corporate activity. This programme would start at the Salary Band 7/8. However, there were opportunities to evaluate and consider how this could be extended to lower management positions and/or Service Managers in the future, to ensure that opportunities were provided to all.

- *Recruitment and retention*
 - Corporate Induction Sessions
- *Pay, reward and recognition*
 - New staff benefit (Smart Tech)
 - Staff Awards: 7 December 2022
- *Health and wellbeing*
 - Connecting our staff: support group sessions

With there being no decision required, the Panel **noted** the update provided.

73. **West Suffolk Staff Survey: Organisation Feedback (verbal)**

The Service Manager (Human Resources and Organisational Development) provided an overview of the organisation results from the West Suffolk Staff Survey which had been held in Spring 2022.

The Panel discussed the key themes which had come through from the Survey and made the following comments/observations:

- The Survey should become integrated within the annual PDR review process, to ensure that there was corporate ownership at all staff levels.
- The identified actions arising from the Survey were noted. However, it was important to ensure that success was able to be measured in addressing the issues/challenges which had been raised. The Officer explained that service-led action plans would be produced and all Service Managers would be asked to complete an action plan to respond to the survey findings.
- The integration of the learning and development packages within the Operations/Waste service were particularly discussed. The challenges of this were acknowledged within this area, due to the limited access to ICT. The Officer explained that the Operations Managers within that service had been addressing this issue, which had resulted in some of the sessions being completed 'in-person', particularly for those which were mandatory. This situation would continue to be monitored accordingly.
- The Panel supported the continued focus on workload management.
- The Panel supported the continuation to build on the Council's leadership culture, with a particular focus on listening/engagement and visibility. This was also linked to the need to embed the Council's change programme across the organisation, along with the need to raise its awareness and understanding.

With there being no decision required, the Panel **noted** the survey results as presented.

74. **Use of Agency Workers (verbal)**

The Staff Representatives again wished to discuss the use of agency workers within the Council, as had previously been discussed by the Panel. One particular area of concern was highlighted and the Service Manager (Human Resources and Organisational Development) confirmed that this particular issue would be raised with the relevant Director concerned.

The Officer confirmed that there were a total of 12 agency workers currently working across the Council within Environmental Health; Legal; Planning; Parking Services; Facilities/Leisure and Licensing. The Panel discussed the use of agency workers, particularly in those service areas where it seemed particularly challenging to recruit permanent staff. The Officer agreed that within these particular service areas, consideration needed to be given to

career pathways and succession planning, along with the understanding of the specific reasons behind these recruitment challenges.

With there being no decision required, the Panel **noted** this item.

75. **Dates of future meetings**

The Panel noted the dates for future meetings, as listed below. All dates were Mondays starting at 3pm. The venues would be determined nearer to each meeting:

- Monday 16 January 2023
- Monday 27 March 2023

The meeting concluded at 4.32 pm

Signed by:

Chair

Domestic Abuse Awareness Guidance for employees and managers

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1. Introduction

West Suffolk Council is committed to supporting employees experiencing domestic abuse.

The aim of this guide is to provide information about how the council will tackle issues of domestic violence and abuse and support those affected.

The council is committed to ensuring a safe working environment and safeguarding the health and wellbeing of employees. The council has zero tolerance for violence and abuse and recognises that the responsibility for domestic abuse lies with the perpetrator. Cases of domestic violence and abuse experienced by employees will be treated seriously and sensitively.

This guidance sets out the rights of employees and explains the support available to them and will help:

- managers to be confident about their role in managing and supporting employees
- employees to understand what support and help is available to them
- foster an inclusive working environment in which everyone is treated fairly.

2. Definition of domestic abuse

The Government's new definition of domestic violence and abuse now states:

Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 years or over, who are, or have been, intimate partners or family members regardless of gender or

sexuality. This can encompass, however, is not limited to, the following types of abuse:

- psychological
- physical
- sexual
- financial
- emotional.

Controlling behaviour is a 'range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resource and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour'.

Coercive behaviour is 'an act of pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish or frighten their victim'.

Domestic violence and abuse happens in all groups and sections of society. While domestic violence and abuse most commonly refers to that perpetrated against a partner, it also includes abuse against ex-partners, and violence by a son, daughter, parent or parent-in-law or any other person who has a close or family relationship with the victim. Domestic violence and abuse may also be perpetrated by a carer.

Domestic violence and abuse are most commonly thought of as male against female abuse. However, females can be perpetrators of abuse against male victims or survivors, and same sex abuse also occurs (that is, male against male, female against female).

Domestic violence and abuse could involve:

- the misuse of physical, emotional, sexual, psychological and/or financial control
- a range of behaviours, which may be actual or threatened
- forced marriage, 'honour' based violence and female genital mutilation
- use of children to control an adult victim/survivor (because of this, child abuse and adult abuse can overlap).

3. What can managers do to support their employees?

Domestic violence and abuse is often viewed as a private matter and managers may be reluctant to address the issue when they become aware of it. It is important that managers do recognise and address issues of domestic violence and abuse.

It is also important that employees feel confident in talking to their managers about domestic abuse and violence. Survivors and victims may feel very isolated

and alone, as well as feel in some way that they are to blame. The council's working environment may feel like the only safe place for them to talk about abuse and violence. The council will do everything practicably possible to support employees, so they do not feel isolated and to accept that they are not to blame for what has happened, or is happening, to them and aid employees to get the help that they need and to help improve their safety.

The council will provide a secure and safe working environment for its employees as required under the Health and Safety at Work Act 1974. Where appropriate, reasonable additional measures will be taken by the council to protect the safety of those experiencing domestic violence and abuse while travelling between home and work, while at work or when carrying out council duties.

The council will support victims and survivors by signposting them to appropriate agencies. It will also be able to help the employee in accessing the range of support they need and putting in place measures to safeguard them.

Here are some of the ways in which the manager can support an employee if they believe an employee is a victim, survivor or perpetrator or is supporting a victim or survivor:

- seek guidance and support from your HR business partner
- take particular care, for example, in contacting the employee, as their private and/or work phones, emails or social media may be monitored
- provide time for the employee to make contact with support services during their working day
- provide access to a different laptop or phone
- seek support from a domestic abuse champion – contact details are on the intranet [Domestic abuse champions](#) page.

Seek advice about counselling services from your HR Business Partner.

4. Support available for employees

There is a variety of initiatives available to support employees experiencing domestic abuse or violence and to raise awareness to support managers and staff.

Support available to staff experiencing domestic abuse or violence:

- a trained domestic abuse champion (confidential) – contact details are on the intranet [Domestic abuse champions](#) page
- your HR Business Partner (confidential)

- your manager (confidential)
- a safe place during the working day to contact support services
- access to a different device, laptop or phone
- counselling services arranged by your HR Business Partner.

Professional support and resources:

- Bury St Edmunds Women's Aid and Outreach Centre: [Bury St Edmunds Women's Aid Centre](#)
- Suffolk Domestic Abuse 24 hours a day, seven days a week helpline: [Suffolk Domestic Abuse Helpline](#)
- Anglia Care Trust Outreach Service: [Anglia Care Trust - Community safety](#)
- [Alumah](#)
- Men's advice line: [Respect – Men's advice line](#)
- National domestic violence: [Refuge – National Domestic Abuse Helpline](#)

Support available for managers and staff:

- domestic abuse awareness training – see corporate offer on MiHR or speak with your HR Business Partner

If, after the domestic abuse awareness training, you would be interested in becoming a domestic abuse champion, please get in touch with the Learning and Development Team or speak with your HR Business Partner.

5. Domestic abuse champions

We have been working to set up a network of domestic abuse champions who have been trained to equip them with the skills to spread awareness among colleagues and act as a 'go to' person for information and support.

The champions' aims are to:

- offer a consistent response to domestic abuse across Suffolk and offer support which is rooted in the community
- be confident in encouraging disclosures of abuse and to respond in a professional manner, giving people the tools to stay safe and get the right support promptly.

A list of our champions is available on the intranet, with more information about them and what inspired them to become a champion.

If you, or someone you know, are interested in becoming a domestic abuse champion, please email wellbeing@westsuffolk.gov.uk for more information.

This training is free and available to anyone. If you have a family member or friend who might be interested, they can book a place on the champion training through [Suffolk InfoLink Community Directory – Suffolk Domestic Abuse Champions Network](#)

If you would like more information, you can also email dachampions@suffolk.gov.uk

6. Enquiries and change control

Please direct all enquiries relating to this document to the HR team.

This guidance will be subject to regular and relevant review every three years.

Please forward any suggestions for changes to this document to the HR team.

7. Revisions

Date of review or revision	Reason	Author
February 2023	New guidance	Kay Vincent



Appendix A: Support services

If you are being abused, are concerned about family, friends or neighbours, or are worried you may commit domestic abuse, please seek help. There are lots of resources and services available to you.

Service	Description	Contact details
National Domestic Violence Helpline (24-hour)	A service for women experiencing domestic violence, their family, friends, colleagues and others calling on their behalf.	Freephone: 0808 2000 247 Website: Refuge – National Domestic Abuse Helpline
Alumah	Provides a range of services to help those who have experienced domestic abuse. These services can be broken into the following categories: <ul style="list-style-type: none"> • individual counselling • support groups • signposting • a community atmosphere for support and friendships. 	Website: Alumah
Restitute	Supports the people who care for survivors of sexual or violent crime. Third party victims of crime, because they are forgotten victims. They are parents, carers, children, close friends and partners who step in to care when the worst happens, often for decades.	Website: Restitute – Supporting third party victims of crime

Leeway Support	Provides support to adults, young people and children who are experiencing domestic abuse in Norfolk and Suffolk.	Telephone: 0300 561 0077 Website: Leeway Domestic Violence and Abuse Services
Domestic Abuse Outreach Service (Anglia Care Trust)	Freephone support and guidance line.	Telephone: 0800 977 5690
ManKind Initiative	Advice and support for men experiencing domestic abuse.	Weekdays 10am to 4pm Telephone: 01823 334244 Website: ManKind Initiative – Help for male victims
Bright Sky app	Free to download mobile app providing support and information to anyone who may be in an abusive relationship or those concerned about someone they know.	Download on the App Store 
National Stalking Helpline	Information and guidance to anyone affected by harassment or stalking.	Open 9.30am to 4pm Monday to Friday (except Wednesday – open 1 to 4pm) Telephone: 0808 802 0300 Email: advice@stalkinghelpline.org Website: Suzy Lamplugh Trust – National Stalking Helpline
Suffolk Rape Crisis	Provides support to women and girls aged 14 and above who have experienced any form of sexual violence, at any point in their lives. Referrals, telephone support and online counselling.	Telephone: 0800 085 0520
Bury St Edmunds Women’s Aid Centre	Provides temporary accommodation for women and children fleeing Domestic abuse. Telephone support and one-to-one support.	Telephone: 01284 753 085 Website: Bury St Edmunds Women’s Aid Centre

Survivors in transition	Supports men and women who have experienced sexual abuse in childhood.	Telephone: 01473 232 499 Website: Survivors in transition
Respect Phonenumber	Support if you are worried about hurting someone.	Telephone: 0808 8024040 Website: Respect Phonenumber
Lighthouse	A charitable organisation based in Suffolk, providing emotional support to women, young people and children experiencing domestic abuse in their personal or family relationships.	Telephone: 01473 228 270 Website: Lighthouse



Appendix B: Domestic abuse guidance for managers

COVID-19 saw people's day-to-day lives drastically altered and, since that time, agile working and working from home can cause anxiety for those who are experiencing or feeling at risk of domestic abuse.

Employers can play an important role in the prevention of domestic abuse and ensure that the right access and support is signposted for those affected by it. As employers and line managers, we are committed to ensure that all employees feel supported and empowered by their workplace to deal with domestic abuse.

The following information can raise awareness within our teams on how we can support those affected.

Defining domestic abuse

Domestic abuse is any incident or pattern of incidents of controlling, coercive or threatening behaviour, or violence or abuse between people aged 16 and over who are, or have been, intimate partners or family members regardless of gender or sexuality.

The abuse can take different forms, including but not limited to:

- psychological
- physical
- sexual
- economic
- emotional
- verbal.

Recognise

It is not always easy to identify domestic abuse as there can be various signs, many of which rely on regular contact with each other to spot. With increased working from home, this becomes more difficult. However, there are still ways to adapt and support our colleagues.

Managers will need to remain in regular contact with their team members, adapting conversations to include wellbeing. One-to-one meetings need to take place more often than before, ideally over video platforms. Be aware of people's behaviours and home set up and take notice if an employee always wants to turn their video off

during a call. Look out for increased anxiety or tiredness and follow up with your colleague if they haven't replied to an email or message for a while. Note down any changes in performance and document why these might be occurring.

The following signs can indicate some form of domestic abuse. However, they can also be signs of other issues and many could be attributed to recent changes in our home and working lives. Such behaviours may result in disciplinary actions if the reasons behind them are not understood. As a manager, it is important to look out for these signs and understand the cause of them:

- change in working patterns – for example, frequent absence, lateness or needing to leave early
- reduced quality and quantity of work, such as missing deadlines or a drop in usual performance standards
- changes in character or behaviour – for example, becoming very quiet, anxious, frightened, tearful, aggressive, distracted or depressed
- being isolated from colleagues
- secretive regarding home life
- visible bruising or single or repeated injury with unlikely explanations
- change in the pattern or amount of makeup used
- substance use or misuse
- fatigue or sleep disorders
- partner or ex-partner exerting unusual amount of control or demands over work schedule
- isolation from family and friends.

Respond

The role of a manager is not to deal with the abuse itself but to make it clear, through workplace guidance, that employees will be supported and to outline what help is available.

If an employee discloses information to you:

- be sensitive and non-judgemental
- treat all disclosures confidentially
- believe an employee's disclosure – do not ask for proof

- refer the employee to helplines, web resources and professional services
- if the employee or any colleagues are in immediate danger, call 999.

Be aware that one size does not fit all. Domestic abuse takes place at all levels of society regardless of social class, race, religion, sexuality or disability. Keep this in mind as different individuals may need varying support.

Support is also there for individuals who have previously experienced domestic abuse. The measures of lockdown may have triggered memories and emotions from previous experiences. It is important to offer continued support in these circumstances.

Provide support

Resources for employers

- [Employers' Initiative on Domestic Abuse](#)

Resources for employees

See Appendix A for a list of professional support services.

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Pay Policy Statement 2023 to 2024

Report number:	COU/WS/23/007	
Report to and date:	Council	21 March 2023
Cabinet member:	Councillor Carol Bull Portfolio Holder for Governance Tel: 01953 681513 Email: carol.bull@westsuffolk.gov.uk	
Lead officers:	<p>Jen Eves Director (HR, Governance & Regulatory Services) Tel: 01284 757015 Email: jennifer.eves@westsuffolk.gov.uk</p> <p>Wendy Canham Service Manager (Human Resources and Organisational Development) Tel: 01284 757006 Email: wendy.canham@westsuffolk.gov.uk</p>	

Decisions Plan: **Not applicable as this is not an executive matter**

Wards impacted: **All wards**

Recommendation: **It is recommended that the Pay Policy Statement for 2023 to 2024, as contained in Appendix A to Report number COU/WS/23/007, be approved.**

1. Context to this report and proposals

- 1.1 The Act and supporting guidance provides details of matters that must be included in this statutory pay policy, but, also, emphasises that each local authority has the autonomy to take its own decisions on pay and pay policies. The Pay Policy Statement must be approved formally by Full Council each year. The statement can be amended in year, must be published on the Council’s website and must be complied with when setting the terms and conditions of Chief Officers.
- 1.2 This Pay Policy Statement includes:-
- a. the level and elements of remuneration for Chief Officers (senior staff)
 - b. the remuneration of the lowest paid employees
 - c. the relationship between the remuneration of the highest and lowest paid employees
 - d. other specific aspects of Chief Officer remuneration, fees and charges and other discretionary payments
 - e. the gender pay position
- 1.3 The Code of Practice for Local Authorities on Data Transparency provides guidance on good practice in this area. The Council’s approach to data transparency is to establish the Council as an open and transparent Council that, in time, not only embraces the principles of the Code, but publishes all information that is likely to be of benefit to the communities and economy of our area.
- 1.4 Data can already be accessed through the “open data” link on our website. The Pay Policy Statement is published in that section annually.

2. Alternative options that have been considered

- 2.1 There are no alternative options as under Section 38/11 of the Localism Act 2011, local authorities must produce and publish a Pay Policy Statement annually.

3. Consultation and engagement undertaken

- 3.1 Whilst there is no requirement to consult on this statement, it has been shared with Unison.

4. Risks associated with the proposals

- 4.1 There are no decisions to be made. Failure to comply with the legislation would be a breach of the Act.

5. Appendices referenced in this report

5.1 Appendix A - Pay Policy Statement 2023 to 2024.

6. Background documents associated with this report

6.1 None

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West Suffolk Council

Pay Policy Statement 2023/2024

1. Introduction

- 1.1 West Suffolk's ambition is to contribute to building a more prosperous local community by modelling good employment practice, including ensuring fairness in the way that it pays and rewards its existing and future employees. The Council wishes to be an attractive source of potential employment to job seekers across its community and is committed to using its resources to create meaningful and fairly remunerated employment opportunities for local people.
- 1.2 We recognise that, in the context of managing scarce public resources, remuneration at all levels needs to be adequate to secure and retain high quality employees dedicated to the service of the public, but at the same time needs to avoid being unnecessarily generous or otherwise excessive. Our approach to pay and remuneration therefore is based on ensuring that the overall remuneration aligns with:-
- The responsibilities and accountabilities of particular posts
 - Market norms for the local government and public sectors
 - Pay levels in the local area, including neighbouring public sector employers.
- 1.3 It is important that local authorities are able to determine their own pay policies and structures in order to address local priorities and to compete in the local labour market. In particular, it is recognised that senior management roles in local government are complex and diverse functions in a highly politicised environment where often national and local pressures conflict. Our ability to continue to attract and retain high calibre leaders, capable of delivering this complex agenda, particularly during times of financial challenge, remains crucial if we are able to retain their current high performance levels and ensure that West Suffolk services are protected during this continuing period of economic uncertainty.
- 1.4 The last full pay review for all staff was implemented in 2019, which sought to address equality risks due to wide pay bands; recruitment and retention issues and realign grades to take into account the national living wage.

2. Legislation

- 2.1 Section 38/1 of the Localism Act 2011 requires local authorities to produce a Pay Policy Statement annually. This pay statement must

be prepared and approved by full Council for the end of the 31 March immediately preceding the financial year to which it relates. The data in this report, therefore, represents the period 1 April 2022 to 31 March 2023.

- 2.2 The Act, and supporting statutory guidance, provides details of matters that must be included in this statutory pay policy, but, also, emphasises that each local authority has the autonomy to take its own decisions on pay and pay policies. The Pay Policy Statement is approved formally by full Council annually. It must be published on the Council's website and be complied with when setting the terms and conditions of Chief Officer employees.
- 2.3 In October 2014 the Department for Communities and Local Government (DCLG), issued a Transparency Code for all public sector bodies. This code required us to publish specific data on our website from February 2015. We have published data on how we organise our structures, our senior salaries for those whose remuneration is at least £50,000; the pay multiple and any trade union facility time given. The code was issued to as part of a drive to increase local accountability, giving local people the opportunity to contribute to the local decision-making process and help shape their public services.
- 2.4 The National Minimum Wage applies for those aged 21 to 22 at £9.18 with effect from 1 April 2022; 18-20 at £6.83; under 18 and apprentice rate £4.81.
- 2.5 The National Living Wage, previously applied to those over 25, now applies for those aged 23 and over at £9.50, with effect from 1 April 2022.

3. Scope

- 3.1 This Pay Policy Statement includes:
 - (a) the level and elements of pay for each Chief Officer;
 - (b) the pay of the lowest paid employees;
 - (c) the relationship between the pay of Chief Officers and other officers; and
 - (d) other specific aspects of Chief Officer remuneration, fees and charges and other discretionary payments.
- 3.2 Remuneration in this context is defined widely to include not just pay, but also charges, fees, allowances, benefits in kind, increases in enhancements of pension entitlements and termination payments.

4. Principles

- 4.1 The following principles were agreed with Unison to guide the development of the single pay and reward policy:

- Single terms and conditions across both workforces
- Affordable: within the Mid Term Financial Strategy (MTFS)
- Attractive: to recruit and retain
- Responsible: maintains reputation
- Legal: satisfies equality requirement
- Fair: minimises risk of challenge
- Drives: new organisational values
- Rewards excellent performance
- Manages unacceptable performance; and
- Capable of achieving collective agreement

4.2 The remuneration of Chief Officers has been agreed outside of the collective agreement process and in regard to pay, based on Leadership Team pay correlating to the CE pay; these local arrangements are as agreed by the Councils in 2012.

5. Senior Pay

5.1 In this policy the senior pay group covers posts in the top three tiers of the organisation. These include the Chief Executive, Strategic Directors and Directors.

5.2 The Council currently has the following number of posts at this level, 1 x Chief Executive, 2 x Strategic Directors, 5 x Directors.

5.3 The management structure of the Council can be found on the Council website and on the intranet.

5.4 Chief Executive

(a) The salary for this post, a local grade, was originally established when the Joint Chief Executive was appointed in April 2012 and reviewed in 2018, following an analysis of the degree of responsibility in the role, the downward movement in market rates, benchmarking with other comparators and the ability to recruit and retain an exceptional candidate. The current range is £137,838 to £150,905.

(b) The salary of the Chief Executive with effect from 1 April 2022 was £150,905. There have been no additional bonuses, honoraria, or ex-gratia payments made.

(c) Other Conditions of Service are as prescribed by the Joint National Council (JNC) for Local Authority Chief Executives National Conditions, apart from those determined locally, as detailed in this policy.

5.5 Directors and Assistant Directors

(a) The salary for these posts has been established as a local grade following an analysis of the degree of responsibility in correlation to

the CEO, using the LGA national recommended job evaluation scheme for senior posts and reviewed as part of the senior pay review in 2018.

The posts fall within the following ranges and incremental points:

Chief Officer Role	£	£	£
Strategic Director	103,859	109,739	113,661
Director	85,511	90,333	93,548

An additional payment of £5,000 per year is payable to an officer undertaking the statutory Section 151 role, and £5,000 is paid between officers undertaking the statutory Monitoring Officer and Deputy Monitoring role.

- (b) There are no other additional elements of remuneration in respect of overtime, flexi-time, bank holiday working, stand-by payments, emergency call rota, etc, paid to these senior staff, as they are expected to undertake duties outside their contractual hours and working patterns without additional payment.
- (c) Other terms and conditions are as prescribed by the NJC for Local Authority Services apart from those terms agreed locally, as detailed in this policy.
- (d) It is important to ensure that our Leadership Team salaries remain competitive and are set at a level that will continue to attract highly effective and experienced applicants for these roles in the challenging local government labour market. Marketing testing and data analysis on labour market rates for salaries will continue to be independently obtained from the LGA as required in order to ensure salaries are competitive and that we recruit and retain the right calibre of officers.

5.6 **Additional Fees**

- (a) The fees payable to the Returning Officer are set by statute for national elections and are paid by central government. Fees are, also, payable to the Council's Returning Officer for local elections. These fees are payable as required and can be made to any senior officer appointed to fulfil the statutory duties of this role. The Returning Officer is an officer of the Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the Council, the role of the Returning Officer is one which involves, and incurs, personal responsibility and accountability and is statutorily separate from his/her duties as an employee of the Council. As Returning Officer, he/she is paid a separate allowance for each election for which he/she is responsible.

6. Pay Structure

- 6.1 The pay structure for all contractual employees, as agreed in 2022, except those staff in the senior posts detailed above, is established using NJC for Local Authorities Services National Pay Spine from spinal column point 1 (£20258 per annum) to spinal column point 54 (£64619 per annum). The lowest paid contractual employee will be paid at spinal point 3 (£10.79 per hour), at a full time equivalent basic pay rate of £20812 per annum.
- 6.2 Our pay bands range from Band 1 to Band 8 and to Service Manager. All posts, other than the senior posts, are evaluated using the NJC Job Evaluation Scheme, which is recognised by employers and trades unions nationally. This Scheme allows for robust measurement against set criteria resulting in fair and objective evaluations and satisfies equal pay requirements.
- 6.3 All employees receive the national NJC cost of living award. The value of the scale points in these pay grades are up lifted by the pay awards notified from time to time by the National Joint Council for Local Government Services.
- 6.4 Progression within the grade for all staff is subject to performance, which is assessed annually, in accordance with the performance review scheme, and progression payments are effective from 1 October each year.
- 6.5 There is no 'time served' progression.

7. Gender Pay Gap

- 7.1 As of 1 April 2018 public, private and voluntary sector organisations with 250 or more employees were required to report on their gender pay gaps. In 2016 the national gender pay gap for full time employees was 9.4%, meaning that average pay for full time female employees was 9.4% lower than for full time male employees. In 2018 the national gender pay gap fell to 8.6% but has since risen in 2019 to 8.9%.
- 7.2 For the period April 2021 - March 2022 our mean gender pay gap was -2.56% (compared with -3.28% for the period April 2020 - March 2021) showing that the average hourly rate of females was 2.56% more than the average hourly rate of males. The median gender pay gap is -4.72% (compared with -2.01% for the period April 2020- March 2021).

8. Pay Protection

- 8.1 Pay protection is applied to employees who are placed in a grade, through restructuring or a re-evaluation of a post, where the maximum salary of that grade is lower than their current earnings, in accordance with the Organisational Change and Redundancy

Policies current at the time. Pay is protected for one year. Employees' pay is frozen at this rate, (with no cost of living or incremental increase) for up to one year, or until the maximum of the new grade has caught up or overtaken the current earnings due to annual pay increases.

Note: Pay protection excludes market supplement pay, essential user travel allowance, overtime allowances: it applies to basic pay only. These items are not protected.

9. Allowances and Benefits in Kind

9.1 Allowances and benefits typically follow nationally agreed rates. However, there are a number of locally agreed allowances, which are payable following the collective agreement. Some are subject to eligibility criteria, as follows:

- Essential car user allowance at nationally prescribed lump sum and HMRC mileage rates, and
- Access to a lease car or a lease car scheme, both under strict eligibility criteria and where favourable to the Council.
- Casual user mileage allowance at HMRC rates.
- First Aid (an allowance paid to staff to act as First Aiders in the workplace).
- Reimbursement of one professional subscription fee if beneficial to the performance of the role.

10. Payments/Charges and Contributions

10.1 The new Local Government Pension Scheme (LGPS) was implemented with effect from 1 April 2014.

10.2 The new LGPS is a 'CARE' (career average revalued earnings) scheme rather than a Final Salary Pension Scheme.

11. Multipliers

11.1 The idea of publishing the ratio of the pay of an organisation's top earner to that of its median earner was recommended in order to support the principles of Fair Pay (The Hutton Review of Fair Pay in the Public Sector 2011), and transparency.

11.2 The Council's ratio in respect of the pay of the median earner compared to the pay of the highest earner as of 1 April 2022 is 5.3:1 ie the Chief Executive (top earner) earns 5.3 times as much as the Council's median earner (£28371 per annum), compared to April 2021 which was 5.6:1.

11.3 The Council's ratio of the highest paid employee (April 2022) to the lowest paid (£20812 per annum) contractual employee is 7.2:1, compared with 7.9:1 in April 2021.

The Hutton Review recommended that the average pay ratio between the chief executive of most public sector organisations and the lowest paid member of staff is below 12:1.

By comparison, the average estimated top-to-bottom pay ratio in FTSE 100 companies (which disclosed data) was 262:1 in 2018 (CIPD Research Report 2019 – most recent data available).

We, therefore, compare very favourably to these statistics, although Hutton warned against the difficulty of making direct comparisons between authorities.

11.4 The table below summarises the pay multiples;

Highest Pay	£150905
Median Pay	£28371
Lowest Pay	£20812
Highest to median ratio	5.3:1
Highest to lowest ratio	7.2:1

12. Discretionary Payments

The policy for the award of any discretionary payments is the same for all staff, regardless of their pay level, up to a maximum of 104 weeks the following arrangements apply.

12.1 'Redundancy payments under regulation 5 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006.'

As of 1 April 2015, this provides an overall lump sum of 1.5 times the statutory redundancy payment multiplier based on actual weeks pay. This is payable to employees made redundant with two or more years local government service regardless of their age.

12.2 Severance payments under regulation 6.

Severance payments with a value above £100,000 will be approved by Full Council, in accordance with guidance from the Secretary of State under Section 40 of the Localism Act 2011. Contractual and pension entitlements are not included in this figure as part of a severance payment requiring such approval.

No severance payments are routinely made, but employees aged 55 and over, who are retiring early in the interests of efficiency, receive immediate payment of their pension benefits, with no additional years' service or compensatory payments. This forms part of the rules of the LGPS and in accordance with the Pensions Discretions Policy. The capital cost of the early payment of pension benefits will be met by the Council, but all such early retirements

are subject to the costs being met by savings within a three-year period.

- 12.3 Additional membership for revision purposes under regulation 12 of the Local Government Pension Scheme (Benefits, Membership & Contributions) Regulations 2007.

None awarded.

- 12.4 Additional pension under regulation 13 of same legislation.

None awarded.

13. Decision Making

- 13.1 Decisions on remuneration are made as follows:

- (a) Senior pay bands local level approved by Full Council;
- (b) Pay structure for all other posts approved by Full Council;
- (c) Performance progression, in accordance with the locally agreed scheme, and as approved by officers under existing delegated powers.

14. Disclosure

- 14.1 This Pay Policy Statement will be published on the Council's website. In addition, numbers and details of posts paid above £50,000 are disclosed on the council's website in the annual Statement of Accounts and as part of the requirements of the Transparency Code.

For further information please contact:

Wendy Canham, Service Manager HR & OD
January 2023

Comparison Data

Most recent available information	Ratio to median	Ratio to Lowest paid employee
Ipswich	5.6:1	6.6:1**
West Suffolk	5.3:1	7.2:1
East Suffolk	5.5:1	8.1:1**
Suffolk County Council	6.8:1	10.2:1**
Breckland	7.65:1*	Within 10:1 actual figure not disclosed
East Cambs	Not disclosed	7.1:1 – 7.4:1**
Babergh/Mid Suffolk	5.5:1	8.1:1**

*not disclosed, information derived from Statement of Accounts and Pay Policy Statement

** previous years data, current data not released at present

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