



HUMAN RESOURCES AND COUNCIL TAX COMMITTEE

DATE: Wednesday, 20 February 2019
TIME: 7.30 pm
VENUE: Council Chamber, Council Offices,
Thorpe Road, Weeley, CO16 9AJ

MEMBERSHIP:

Councillor Callender (Chairman)	Councillor S A Honeywood
Councillor Chapman (Vice-Chairman)	Councillor Khan
Councillor Calver	Councillor King
Councillor Chittock	Councillor Porter
Councillor Ferguson	Councillor Raby
Councillor Griffiths	

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For further details and general enquiries about this meeting, contact Ian Ford on 01255686584.

DATE OF PUBLICATION: FRIDAY 8 FEBRUARY 2019

AGENDA

1 Apologies for Absence and Substitutions

The Committee is asked to note any apologies for absence and substitutions received from Members.

2 Minutes of the Last Meeting of the Human Resources & Council Tax Committee held on 24 September 2018 (Pages 1 - 8)

To confirm and sign as a correct record, the minutes of the last meeting of the Committee, held on 24 September 2018.

3 Declarations of Interest

Councillors are invited to declare any Disclosable Pecuniary Interests or Personal Interest, and the nature of it, in relation to any item on the agenda.

4 Questions on Notice pursuant to Council Procedure Rule 37

Subject to providing two working days' notice, a Member of the Committee may ask the Chairman of the Committee a question on any matter in relation to which the Council has powers or duties which affect the Tendring District **and** which falls within the terms of reference of the Committee.

5 Update on Apprenticeships

The Council's Work Based Learning Manager (Debianne Messenger) will attend the meeting and give an oral update to the Committee on Apprenticeships.

6 Report of Deputy Chief Executive - A.1 - Formal confirmation of Council Tax amounts for 2019/20 following the notification of the precepts from the major Precepting Authorities (Pages 9 - 14)

To set out, and seek confirmation of, the final Council Tax amounts for 2019/20 following notification of the precepts issued for 2019/20 by Essex County Council and the Essex Police, Fire and Crime Commissioner.

7 Report of the Deputy Chief Executive - A.2 - Staff Statistics Report (Pages 15 - 20)

To provide the Committee with updated and current staffing statistics.

8 Report of Deputy Chief Executive - A.3 - Pay Policy Statement 2019/20 and Pay Assimilation (Pages 21 - 38)

To present a Pay Policy Statement for 2019/20.

9 Report of Deputy Chief Executive - A.4 - Defence Employer Recognition Scheme Update Report (Pages 39 - 44)

To update Human Resources & Council Tax Committee on the work that has been undertaken to date, and future activities planned, to support the armed forces/veteran community, including Tendring District Council's participation in the Defence Employer Recognition Scheme.

10 Exclusion of Press and Public

The Committee is asked to consider the following resolution:

“That under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of Agenda Item 11 on the grounds that it involves the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 12A, as amended, of the Act.”

11 Exempt Minute of the Last Meeting of the Human Resources & Council Tax Committee held on 24 September 2018 (Pages 45 - 46)

To confirm and sign as a correct record, the exempt minute of the last meeting of the Human Resources & Council Tax Committee held on 24 September 2018.

Date of the Next Scheduled Meeting

The next scheduled meeting of the Human Resources and Council Tax Committee is to be held in the Council Chamber, Council Offices, Thorpe Road, Weeley, CO16 9AJ at 7.30 pm on Wednesday, 3 April 2019.

Information for Visitors

FIRE EVACUATION PROCEDURE

There is no alarm test scheduled for this meeting. In the event of an alarm sounding, please calmly make your way out of any of the fire exits in the hall and follow the exit signs out of the building.

Please heed the instructions given by any member of staff and they will assist you in leaving the building and direct you to the assembly point.

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Your calmness and assistance is greatly appreciated.

**MINUTES OF THE MEETING OF THE HUMAN RESOURCES AND COUNCIL TAX
COMMITTEE,
HELD ON MONDAY, 24TH SEPTEMBER, 2018 AT 7.30 PM
IN THE COUNCIL CHAMBER, COUNCIL OFFICES, THORPE ROAD, WEELEY,
CO16 9AJ**

Present:	Councillors Callender (Chairman), Chapman (Vice-Chairman), Alexander, Griffiths, S Honeywood, Khan, King, Porter and Raby
Also Present:	Councillors Broderick, P B Honeywood and Newton
In Attendance:	Anastasia Simpson (Head of People, Performance and Projects), Carol Magnus (Organisational Development Manager), Katie Wilkins (Human Resources and Business Manager), Judy Barker (Data Protection and IT Services Manager), John Higgins (Head of IT and Corporate Resilience), Clare Lewis (Fraud and Risk Manager), William Lodge (Communications Manager), Debbie Bunce (Legal and Governance Administration Officer) and Charlotte Cooper (Leadership Support Officer)

1. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Apologies for absence were submitted on behalf of Councillors Calver and Ferguson (with no substitutes) and Chittock (with Councillor Alexander substituting).

2. MINUTES OF THE FINAL MEETING OF THE HUMAN RESOURCES COMMITTEE HELD ON 1 NOVEMBER 2017

The minutes of the final meeting of the Human Resources Committee held on 1 November 2017, were approved as a correct record and signed by the Chairman.

3. MINUTES OF THE FINAL MEETING OF THE COUNCIL TAX COMMITTEE HELD ON 21 FEBRUARY 2018

The minutes of the final meeting of the Council Tax Committee, held on 21 February 2018, were approved as a correct record and signed by the Chairman.

4. DECLARATIONS OF INTEREST

Councillor Griffiths declared an interest in the Agenda items in that he was a Shop Steward for the GMB Union, but not for the Council.

Later on in the meeting as reported under Minute 14 below Councillor S A Honeywood declared a personal interest insofar as her son worked in the Council's Planning Department.

5. QUESTIONS ON NOTICE PURSUANT TO COUNCIL PROCEDURE RULE 37

There were none.

6. UPDATE ON APPRENTICESHIPS

The Council's Organisational Development Manager (Carol Magnus) provided the Committee with a presentation on Apprenticeships and Career Track within the Council.

The main points covered included:

- (1) What is an Apprenticeship, the Frameworks & Standards;
- (2) Tending statistics including within the District Council, external employers and vacancies;
- (3) Apprentice Reform and the Levy

Members raised questions which were responded to by the Organisational Development Manager. The Chairman thanked the Organisational Development Manager for her attendance.

7. REPORT OF DEPUTY CHIEF EXECUTIVE - A.1 - HEALTH AND SAFETY POLICY UPDATE

There was submitted a report by the Deputy Chief Executive, presented by the Fraud and Risk Manager (Clare Lewis), which updated Members regarding the changes made to the Council's current Health and Safety policy. The Health and Safety policy had been last updated in June 2014.

It was reported that Health and Safety responsibilities had been removed from Environmental Services under Operational Services and transferred to Corporate Services within the Fraud and Risk Team in April 2017.

The Health and Safety team were committed to identifying gaps in the Council's training requirements relating to all Health and Safety matters. Since Health and Safety was moved to Corporate Services in August 2017 a number of Health and Safety related training requirements had been carried out. This ensured the Council was complying with the responsibilities of the Health and Safety at Work Act 1974, to provide necessary information, instruction, training and supervision to enable employees to safely carry out their job role. Failing to provide this training could leave the Council open to risk of accident or incident.

The Committee was further informed that the Health and Safety team would continue to identify gaps in the Council's training needs relating to Health and Safety to ensure the Council was not put at risk of fine by the Health and Safety Executive (HSE) or by prosecution by an employee for a work related incident and to ensure staff continued to receive the training they needed to carry out their role effectively and as safely as possible.

Members were advised that the Policy stated that it should be reviewed yearly. This would ensure that changes in regulations could be taken into account to ensure the Council was up-to-date with its legal responsibilities.

It was reported that the following amendments had been made. Additional wording had been added to the statement of intent.

- “2.4 Additional wording added to show that the Chief Executive has overall responsibility for Health and Safety.
- 2.4.1 Additional bullet point added at the end of the subject.
- 2.4.3 New wording added to subject.
- 2.4.4 Additional bullet point added at the end of the subject.
- 2.4.5 Additional wording added relating to working at height training.
- 2.5 Service managers removed and Head of Departments added.
- 2.5.4 Wording changed to show incident report forms to be emailed to healthandsafety@tendringdc.gov.uk.
- 2.5.4 Data Protection Act 1998 replaced by General Data Protection Regulations 2018.
- 2.5.7 New header and wording.
- 2.8 Additional wording added to statement.
- 2.8 Changes made to the wording on the last two bullet points.
- 3 Safety at work regulations added to header.
- 3 Service managers removed and Head of Departments added.
- 3.2 Service managers removed and Head of Departments added.
- 3.2 Second paragraph wording changed.
- 3.2 Third paragraph wording updated
- 3.3 First bullet changed to include the wording “all relevant staff”
- 3.3 Second bullet changed to include first aid.
- 3.3 Additional paragraph added at the end of the subject.
- 3.4.1 RIDDOR website added
- 3.4.3 Service managers removed and Head of Departments added.
- 3.4.4 Health and safety email added to second paragraph.
- 3.4.5 Details of the personal protective equipment regulation added.
- 3.4.5 Service managers removed and Head of Departments added.
- 3.4.6 First paragraph wording changed.
- 3.4.7 New wording added to subject.
- 3.4.8 New wording added to subject.
- 3.4.10 Regulation details added to header.
- 3.5 Service managers removed and Head of Departments added.
- 3.5.2 Service managers removed and Head of Departments added.
- 3.5.2 Inspection frequency added to paragraph three.”

As part of the Council’s consultation processes UNISON had been consulted on all updates to the Health and Safety Policy.

Members raised questions which were responded to by the Fraud and Risk Manager.

It was moved by Councillor Callender, seconded by Councillor Chapman and unanimously **RESOLVED** that:

- (a) the contents of the Health and Safety Policy 2018 be agreed and adopted.
- (b) that the Deputy Chief Executive be authorised to update the Policy with any future legislative or best practice changes, in consultation with the Fraud and Risk Manager.

8. REPORT OF DEPUTY CHIEF EXECUTIVE - A.2 - "TIME TO CHANGE" EMPLOYER PLEDGE ACTION PLAN

There was submitted a report by the Deputy Chief Executive, presented by the HR & Business Manager (Katie Wilkins), which presented the 'Time to Change' Employer Pledge Action Plan.

The Committee recalled that at its meeting held on 1 November 2017 it had agreed with Officer proposals to further develop the work around staff health and wellbeing through a focus on mental health. This included a commitment to:-

- (1) Raise awareness and promote positive mental health in the workplace; and
- (2) Develop an action plan to include:
 - (i) Training for staff and managers to increase understanding of mental health; what it is, what mental ill health actually means and recognising signs and symptoms.
 - (ii) Identify, initially 8 staff to be trained as Mental Health First Aiders (Training provider: Mental Health First Aid England).
 - (iii) Further development of the Intranet to enhance the information on mental health e.g. the mental health mapping tool, self-help and where staff can go for further support.
 - (iv) Continuation of the conversation around mental health through initiatives as part of TDC's livewell/workwell programme.
 - (v) Signing the Time to Change Employer Pledge.

Members were reminded that there was significant evidence to demonstrate that looking after the mental health of employees made clear business sense as mental ill-health was the leading cause of sickness absence in the UK, costing an average of £1,035 per employee, per year (*1 in 4 British workers are affected by conditions like anxiety, depression and stress every year*). The same evidence reported that tackling the stigma of mental ill-health could make a measurable difference to sickness absence rates, presenteeism levels, staff wellbeing, productivity and retention.

It was reported that Officers had now developed a detailed action plan for submission to the 'Time to Change' organisation (*run by Mind and Rethink Mental Illness*). The plan outlines the Council's current and proposed activity against the 7 key principles of the pledge, in an attempt to establish change in how the workplace thought about and acted on mental health problems:-

1. Demonstrate senior level buy-in;
2. Demonstrate accountability and recruit Employee Champions;
3. Raise awareness about mental health;

4. Update and implement policies to address mental health problems in the workplace;
5. Ask your employees to share their personal experiences of mental health problems;
6. Equip line managers to have conversations about mental health;
7. Provide information about mental health and signpost to support services.

It was important to note that the action plan should be a 'living' document, which was reviewed regularly and edited as the organisation's plans evolved.

Members were advised that following submission of the action plan, the 'Time to Change' team would provide detailed feedback within 4 weeks, to which, the Council would have two weeks to respond and resubmit the plan (if necessary). Once agreed, the Employer Pledge would be issued.

In achieving the Employer Pledge, the Council would be able to demonstrate a commitment to not only change how it thought about and acted on mental health in the workplace but also ensured that employees who were facing those problems felt supported.

It was moved by Councillor Raby, duly seconded and unanimously **RESOLVED** that:

- (a) the contents of the report be noted; and
- (b) that the submission of the 'Time to Change' Employer Pledge Action Plan, to enable the Council to attain the Employer Pledge be approved.

9. REPORT OF THE DEPUTY CHIEF EXECUTIVE - A.4 - STAFF STATISTICS REPORT

There was submitted a report by the Corporate Director (Corporate Services) presented by the HR & Business Manager (Katie Wilkins), which provided the Committee with updated and current staffing statistics including:

- (1) Number of Staff Employed – Full-Time and Part-Time;
- (2) Gender Profile;
- (3) Age Profile;
- (4) Disability Profile;
- (5) Ethnicity Profile; and
- (6) Sickness Absence (information was included on the management procedures and preventative action taken).

Following discussion and questions it was **RESOLVED** that the contents of the report be noted.

10. REPORT OF DEPUTY CHIEF EXECUTIVE - A.3 - SOCIAL MEDIA POLICY

There was submitted a report by the Deputy Chief Executive, presented by the Communications Manager (Will Lodge), on the updated Council's Social Media Policy.

It was reported that the new Social Media Policy aimed to codify best practice with regards to the Council's use of social media channels. It covered broadly three areas: staff members' personal use of social media; use of corporate social media accounts; and processes associated with corporate social media accounts. The Policy specifically set out that inappropriate use of social media by staff could potentially result in disciplinary action, and what could constitute inappropriate use. Currently any such inappropriate use of social media, either personally or professionally, would be considered in a wider disciplinary context. It also built in safeguards for the Council by enshrining best practice, such as having multiple account admins, into policy.

The Committee was made aware that the Policy did not seek to control staff members' own personal social media accounts. However, it did remind staff to be careful about what information they shared about themselves online, and the potential impact their profile and posts could have not only on themselves, but on the Council.

With regards to business use of social media, the Policy set out the basic principles the Council – through its staff – should adhere to. This covered areas such as copyright and defamation. It also built in safeguards for the Council by enshrining best practice, such as having multiple account admins, into policy. By establishing a clear process for establishing social media channels and running them – such as who is authorised to do so – it allowed the Council to speak with a consistent message. The Policy also placed an emphasis on training of staff to use social media correctly and effectively, and on managers to identify training needs.

Attached to the report for Members' reference were the new Social Media Guidelines, which captured essential best practice in the practical use of social media, and the Social Media Strategy, which set out how the Council would use social media. However, it was the Policy which the Committee was being asked to review, comment on and adopt.

It was moved by Councillor Porter, seconded by Councillor Chapman and **RESOLVED** that:

- (a) the introduction of the new Officers' Social Media Policy be approved and adopted.
- (b) the Deputy Chief Executive be authorised to update the Policy with any future legislative or best practice changes in consultation with the Council's Communications Manager and the Head of People, Performance and Projects.

11. REPORT OF DEPUTY CHIEF EXECUTIVE - A.5 - CORPORATE INFORMATION SECURITY POLICY

There was submitted a report by the Deputy Chief Executive, presented by the Head of IT and Corporate Resilience (John Higgins) and the Information Governance and IT Services Manager (Judy Barker), on the adoption of the Data Protection and Information Security Policies that would contribute towards the Council's corporate legal compliance with the European General Data Protection Regulations and the UK Data Protection Act 2018, which had come into force on 25 May 2018.

It was reported that the Policies had been created to provide a statement of corporate compliance and assurance that the Council recognised and met its obligations in this regard.

The report recommended that the Corporate Information Security Policy and the Data Protection Policy (Appendices A & B to the report) be endorsed and adopted. Those policies would replace the existing outdated policies which would then be withdrawn from publication.

Members were made aware that the Information Security Policy (Appendix A) was a replacement policy that addressed and correctly reflected the new legislative references and adopted the standard format of other policies. In addition it clearly defined the various roles and responsibilities of the Council's Information Governance structure and its obligations when processing valuable data and using corporate IT services.

The following was a summary of the changes required to achieve a legislative compliant Data Protection Policy (Appendix B) :-

- Reinforced the need for the Council to share data in order to protect the public funds it administered by preventing and detecting fraud;
- Updated the legal Principles to include the need to be transparent about how and why we processed personal information;
- Reinforced the need to comply with our corporate retention policy to ensure the Council did not store information for longer than was necessary for the purpose it was collected;
- Explained the requirement to appoint a Data Protection Officer and what the role involved;
- Supported the need for appropriate security measures, including impact risk assessments;
- Highlighted the updated Rights for individuals, such as the right to be informed, right to rectification, etc.
- Identified the need for a lawful basis or, if none existed, the need to obtain informed and explicit consent for processing; and
- Covered the mandatory reporting of any 'serious' data breaches that met the Information Commissioner's (ICO) criteria.

Members raised questions which were responded to by the Officers. It was agreed that Officers would review the wording of Paragraph 7.5 and if any further changes were required any updates would be circulated to Committee members.

It was moved by Councillor Raby, seconded by Councillor Callender and **RESOLVED** that:

-
- (a) the Corporate Information Security Policy (Appendix A) be approved and adopted with immediate effect;
 - (b) the Data Protection Policy (Appendix B) be approved and adopted with immediate effect; and
 - (c) That the Deputy Chief Executive be authorised to update these policies with any future legislative and/or administrative changes in order to ensure they continued to be fit for purpose and to meet legal compliance requirements.

12. EXCLUSION OF PRESS AND PUBLIC

It was moved, seconded and **RESOLVED:**

That under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of Agenda Item 13 on the grounds that it involves the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 12A, as amended, of the Act.

13. REPORT OF DEPUTY CHIEF EXECUTIVE - B.1 - A MARKET FORCES REPORT FOR THE PLANNING SERVICE

RESOLVED:

That the Market Forces Supplement applied for all qualified (first degree in Planning or the Postgraduate degree in Planning) Planning Officers be continued for a further two years in line with the Council's approved Market Forces Policy, at which point a further review will be undertaken.

The meeting was declared closed at 8.30 pm

Chairman

HUMAN RESOURCES AND COUNCIL TAX COMMITTEE 20 FEBRUARY 2019

REPORT OF DEPUTY CHIEF EXECUTIVE

A.1 FORMAL CONFIRMATION OF COUNCIL TAX AMOUNTS FOR 2019/20 FOLLOWING THE NOTIFICATION OF THE PRECEPTS FROM THE MAJOR PRECEPTING AUTHORITIES

(Report prepared by Richard Bull)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To set out and seek confirmation of the final Council Tax amounts for 2019/20 including the precepts issued for 2019/20 by Essex County Council, Essex Police and Essex Fire.

EXECUTIVE SUMMARY

At its meeting on the 5 February 2019, Council considered the Executive's Budget and Council Tax proposals for 2019/20 and as part of this process the Council Tax for District and Parish / Town Council Services was approved.

Once the precepts are received from the major precepting authorities, the Human Resources and Council Tax Committee has the delegated responsibility to agree the total Council Tax for 2019/20. The total Council Tax for the year is made up of the District and Parish / Town Council amounts approved by Council on 5 February 2019 and the corresponding amounts agreed by the major precepting authorities. Legislation requires this formal confirmation even though the process is dictated by legislative formulae and there is no actual judgement or choice to be made.

The precepts from the major precepting authorities for 2019/20 result in the final Council Tax amounts, as set out in **Appendix C**, for formal confirmation by the Committee.

RECOMMENDATION(S)

(a) That the precepts issued by Essex County Council, Essex Police and Essex Fire set out in Appendix A attached to this report are noted.

(b) That the amounts of Council Tax for 2019/20 shown at Appendix C for each of the categories of dwellings are confirmed.

PART 2 – SUPPORTING INFORMATION

CONFIRMATION OF COUNCIL TAX AMOUNTS 2019/20 - AGGREGATION OF PRECEPTS

Although the calculation of the Council's Council Tax Requirement is a function of the full Council and may not be delegated, the final confirmation of the Council Tax amounts is delegated to the Human Resources and Council Tax Committee. Legislation requires this formal confirmation even though the process is dictated by legislative formulae and there is no actual judgement or choice to be made.

In respect of the Council Tax for District and Parish / Town Councils' Services for 2019/20,

these were approved by Full Council on 5 February 2019 and are set out in **Appendix B**.

The Council Tax amounts expressed as Council Tax Band D equivalents for each of the major precepting authorities are as follows:

Precepting Authority	Council Tax Amount	Increase
Essex County Council*	£1,270.44	3.99%
Essex Fire Services	£72.45	2.94%
Essex Police Services	£192.96	14.16%

When added to the amounts relating to the District and Parish / Town Council Services as approved by Council on 5 February 2019, the average Band D Tax totals **£1,742.98** for 2019/20. **Appendix A** sets out the full precept details.

Appendix C sets out for confirmation the 2019/20 Council Tax amounts including the precepts from the major precepting authorities by property band for the unparished and parished areas of the district.

*At the time of preparing this report, the precept from Essex County Council is subject to formal approval. If there is any change from the amounts shown above, updated appendices will be provided to the Committee.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

Appendix A - Precepts on the Collection Fund

Appendix B - District and Parish/Town Council Tax Amounts 2019/20 (as approved by Council on 5 February 2019)

Appendix C - County, Fire, Police, District and Parish/Town Council Tax Amounts 2019/20

PRECEPTS ON THE COLLECTION FUND

2018/19			2019/20		
46,739.5		Council Tax Base	47,455.2		
Amount	Council Tax		Amount	Council Tax	Change in Tax
£'000	£		£'000	£	%
13,902	297.45	Total Net Budget	13,557	285.67	
(5,648)	(120.85)	Less Government Support/Business Rates	(4,892)	(103.08)	
8,254	176.60	Net District Council Expenditure	8,665	182.59	
(652)	(13.96)	Less Collection Fund (surplus)/deficit	(710)	(14.95)	
7,602	162.64	District Council Services	7,955	167.64	3.07%
7,114	152.19	District General Expenses	7,431	156.60	2.90%
488	10.45	District Special Expenses	524	11.04	5.65%
7,602	162.64	Council Tax Requirement (TDC)	7,955	167.64	3.07%
1,697	36.32	Parish Council Services	1,874	39.49	8.73%
9,299	198.96	Council Tax Requirement (incl. parishes)	9,829	207.13	4.11%
57,104	1,221.75	County Council Services	60,289	1,270.44	3.99%
3,290	70.38	Essex Fire Services	3,438	72.45	2.94%
7,900	169.02	Essex Police Services	9,157	192.96	14.16%
77,593	1,660.11	Total Average District Tax	82,713	1,742.98	4.99%

Band	Essex County Council £	Essex Fire Services £	Essex Police Services £
A	846.96	48.30	128.64
B	988.12	56.35	150.08
C	1,129.28	64.40	171.52
D	1,270.44	72.45	192.96
E	1,552.76	88.55	235.84
F	1,835.08	104.65	278.72
G	2,117.40	120.75	321.60
H	2,540.88	144.90	385.92

DISTRICT AND PARISH/TOWN COUNCIL TAX AMOUNTS 2019/20

Band	A	B	C	D	E	F	G	H
Multiplier	(6/9)	(7/9)	(8/9)	(9/9)	(11/9)	(13/9)	(15/9)	(18/9)
Parished or Unparished Area								
Unparished Area:								
Clacton	117.18	136.71	156.24	175.77	214.83	253.89	292.95	351.54
Parishes of :								
Alresford	173.91	202.89	231.88	260.86	318.83	376.80	434.77	521.72
Ardleigh	130.89	152.71	174.52	196.34	239.97	283.60	327.23	392.68
Beaumont-cum-Moze	125.29	146.18	167.06	187.94	229.70	271.47	313.23	375.88
Great Bentley	174.33	203.39	232.44	261.50	319.61	377.72	435.83	523.00
Little Bentley	123.17	143.69	164.22	184.75	225.81	266.86	307.92	369.50
Bradfield	191.45	223.35	255.26	287.17	350.99	414.80	478.62	574.34
Brightlingsea	144.81	168.94	193.08	217.21	265.48	313.75	362.02	434.42
Great Bromley	142.47	166.22	189.96	213.71	261.20	308.69	356.18	427.42
Little Bromley	115.68	134.96	154.24	173.52	212.08	250.64	289.20	347.04
Little Clacton	156.95	183.10	209.26	235.42	287.74	340.05	392.37	470.84
Elmstead	138.17	161.19	184.22	207.25	253.31	299.36	345.42	414.50
Frating	132.56	154.65	176.75	198.84	243.03	287.21	331.40	397.68
Frinton and Walton	160.77	187.56	214.36	241.15	294.74	348.33	401.92	482.30
Harwich	138.25	161.30	184.34	207.38	253.46	299.55	345.63	414.76
Lawford	144.07	168.08	192.09	216.10	264.12	312.14	360.17	432.20
Manningtree	127.34	148.56	169.79	191.01	233.46	275.90	318.35	382.02
Mistley	145.22	169.42	193.63	217.83	266.24	314.64	363.05	435.66
Great Oakley	143.87	167.84	191.82	215.80	263.76	311.71	359.67	431.60
Little Oakley	133.53	155.79	178.04	200.30	244.81	289.32	333.83	400.60
Ramsey and Parkeston	168.62	196.72	224.83	252.93	309.14	365.34	421.55	505.86
St Osyth	150.85	176.00	201.14	226.28	276.56	326.85	377.13	452.56
Tendring	134.69	157.13	179.58	202.03	246.93	291.82	336.72	404.06
Thorpe-le-Soken	145.30	169.52	193.73	217.95	266.38	314.82	363.25	435.90
Thorrington	133.65	155.92	178.20	200.47	245.02	289.57	334.12	400.94
Weeley	146.29	170.68	195.06	219.44	268.20	316.97	365.73	438.88
Wix	149.86	174.84	199.81	224.79	274.74	324.70	374.65	449.58
Wrabness	123.14	143.66	164.19	184.71	225.76	266.80	307.85	369.42

COUNTY, FIRE, POLICE, DISTRICT AND PARISH/TOWN COUNCIL TAX AMOUNTS 2019/20

Band	A	B	C	D	E	F	G	H
Multiplier	(6/9)	(7/9)	(8/9)	(9/9)	(11/9)	(13/9)	(15/9)	(18/9)
Parished or Unparished Area								
Unparished Area:								
Clacton	1,141.08	1,331.26	1,521.44	1,711.62	2,091.98	2,472.34	2,852.70	3,423.24
Parishes of:								
Alresford	1,197.81	1,397.44	1,597.08	1,796.71	2,195.98	2,595.25	2,994.52	3,593.42
Ardleigh	1,154.79	1,347.26	1,539.72	1,732.19	2,117.12	2,502.05	2,886.98	3,464.38
Beaumont-cum-Moze	1,149.19	1,340.73	1,532.26	1,723.79	2,106.85	2,489.92	2,872.98	3,447.58
Great Bentley	1,198.23	1,397.94	1,597.64	1,797.35	2,196.76	2,596.17	2,995.58	3,594.70
Little Bentley	1,147.07	1,338.24	1,529.42	1,720.60	2,102.96	2,485.31	2,867.67	3,441.20
Bradfield	1,215.35	1,417.90	1,620.46	1,823.02	2,228.14	2,633.25	3,038.37	3,646.04
Brightlingsea	1,168.71	1,363.49	1,558.28	1,753.06	2,142.63	2,532.20	2,921.77	3,506.12
Great Bromley	1,166.37	1,360.77	1,555.16	1,749.56	2,138.35	2,527.14	2,915.93	3,499.12
Little Bromley	1,139.58	1,329.51	1,519.44	1,709.37	2,089.23	2,469.09	2,848.95	3,418.74
Little Clacton	1,180.85	1,377.65	1,574.46	1,771.27	2,164.89	2,558.50	2,952.12	3,542.54
Elmstead	1,162.07	1,355.74	1,549.42	1,743.10	2,130.46	2,517.81	2,905.17	3,486.20
Frating	1,156.46	1,349.20	1,541.95	1,734.69	2,120.18	2,505.66	2,891.15	3,469.38
Frinton and Walton	1,184.67	1,382.11	1,579.56	1,777.00	2,171.89	2,566.78	2,961.67	3,554.00
Harwich	1,162.15	1,355.85	1,549.54	1,743.23	2,130.61	2,518.00	2,905.38	3,486.46
Lawford	1,167.97	1,362.63	1,557.29	1,751.95	2,141.27	2,530.59	2,919.92	3,503.90
Manningtree	1,151.24	1,343.11	1,534.99	1,726.86	2,110.61	2,494.35	2,878.10	3,453.72
Mistley	1,169.12	1,363.97	1,558.83	1,753.68	2,143.39	2,533.09	2,922.80	3,507.36
Great Oakley	1,167.77	1,362.39	1,557.02	1,751.65	2,140.91	2,530.16	2,919.42	3,503.30
Little Oakley	1,157.43	1,350.34	1,543.24	1,736.15	2,121.96	2,507.77	2,893.58	3,472.30
Ramsey and Parkeston	1,192.52	1,391.27	1,590.03	1,788.78	2,186.29	2,583.79	2,981.30	3,577.56
St Osyth	1,174.75	1,370.55	1,566.34	1,762.13	2,153.71	2,545.30	2,936.88	3,524.26
Tendring	1,158.59	1,351.68	1,544.78	1,737.88	2,124.08	2,510.27	2,896.47	3,475.76
Thorpe-le-Soken	1,169.20	1,364.07	1,558.93	1,753.80	2,143.53	2,533.27	2,923.00	3,507.60
Thorrington	1,157.55	1,350.47	1,543.40	1,736.32	2,122.17	2,508.02	2,893.87	3,472.64
Weeley	1,170.19	1,365.23	1,560.26	1,755.29	2,145.35	2,535.42	2,925.48	3,510.58
Wix	1,173.76	1,369.39	1,565.01	1,760.64	2,151.89	2,543.15	2,934.40	3,521.28
Wrabness	1,147.04	1,338.21	1,529.39	1,720.56	2,102.91	2,485.25	2,867.60	3,441.12

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HUMAN RESOURCES & COUNCIL TAX COMMITTEE

20 FEBRUARY 2019

REPORT OF DEPUTY CHIEF EXECUTIVE

A.2 **STAFF STATISTICS REPORT**

(Report prepared by Anastasia Simpson and Katie Wilkins)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT
To provide Members of the Human Resources & Council Tax Committee with updated and current staffing statistics.
EXECUTIVE SUMMARY
<p>The analysis of workforce data provides Members with statistics relating to the staff employed within the Council, and how this compares to the Tendring District and national averages.</p> <p>Tendring District Council currently has 495 FTE (full time equivalent) employees. The FTE figure equates to 767 employees in total (including Casual Staff and Career Track Learners) this is made up of 377 full time and 390 part time staff.</p>
RECOMMENDATION(S)
<p>It is recommended:</p> <p>That the content of this report be noted.</p>

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES
Current staffing statistics demonstrate that Tendring employs above the local average for both disability and ethnicity. Flexible working opportunities have also ensured that the gender balance of the workforce is in line with the district trend. Such positive profiles demonstrate our intention to ' <i>recognise the diversity and equality of individuals</i> ' as detailed in our ' <i>Values</i> ' within the Corporate Plan.
FINANCE, OTHER RESOURCES AND RISK
There are no direct financial implications.
LEGAL
It is good practice for the Council to regularly monitor its workforce, and ensure compliance with the Equalities Act 2010.
OTHER IMPLICATIONS
None.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

Human Resources works with a software package called Teamspirit. This database allows us to capture the Council's employee's personal data, to enable regular monitoring of the workforce profile. As Teamspirit is also used by the Council's Payroll Services, the information is integrated between both employment and payroll functions. The database monitors the workforce as a whole, capturing data on all 'employees' which includes Career Track Learners and those staff on Casual employment contracts.

Workforce Statistics

The Council's workforce of 767 staff (*of which, 526 are fully contracted staff, 18 are Career Track Learners in full time employment, and 223 staff are employed on a casual basis*), has a high number of Tendring residents, with only 61 staff (8%) living outside of the District. This demonstrates that the Council is seen as a positive employer among local residents. Staff, who work within the community that they live, will also have a personal interest in the services provided by the Council.

Of those employed, 424 are female (55%) and 343 are male (45%). This indicates that the Council's employment practices are supportive of families and work life balance. The latest data published in the Nomis Official Labour Market Statistics report states that 75.1% of the male population and 61.1 % of the female population in Tendring are 'in employment'. Of the total 767 staff employed, 377 are full time, of which 188 are male (50%) and 189 are female (50%). Of the remaining 390 part time staff, 155 are male (40%) and 235 are female (60%).

Under new legislation that came into effect in April 2017, UK employers with over 250 employees are required to publish their gender pay gap. The gender pay gap is a mathematical indicator of the gender balance within an organisation. It measures the difference between the average earnings of all male and female employees, irrespective of their role or seniority.

Our gender pay gap figures have been calculated in line with the regulations set out in the gender pay gap reporting legislation. We are pleased to report that our gender pay gap remains significantly lower than the reported UK average of 17.9%. Indicative figures (*at the time of reporting*), demonstrate that the male mean hourly rate is 0.72% higher than the female mean hourly rate (£0.09) and the female median hourly rate is 8.90% (£0.87) higher than the male median hourly rate. This position shows that our gender pay gap, (*which was minimal in earlier reporting*) has reduced further.

Age Profile

As we are measuring a complete workforce, we are able to see a wider spectrum of ages across the organisation, with the employee age range being from 16 to 80. The highest ratio of staff is falling within the 51 to 60 age bracket and the next highest age range being 21 to 30 years. However, this is closely followed by the age range 41 to 50 years.

Disability Profile

Of the 526 fully contracted staff (*excluding apprentices*), 20 have self-declared that they have a disability.

The Council is one of the only organisations in the Tendring district to be awarded *Disability Confident Leader Status, (*awarded to the authority in 2017*). This requires an employer to be Disability Confident as recognised by their peers, local community and disabled people. As a 'Disability Confident Leader' Tendring has made a commitment to support other employers in the district to become 'Disability Confident'.

**Disability Confident encompasses a number of voluntary commitments to encourage employers to recruit, retain and develop disabled staff, such as offering work experience opportunities and implementing a flexible recruitment process. This replaced the Two Ticks Disability accreditation, which*

the Council was awarded since 1998.

Ethnicity Profile

Of those staff who have declared their ethnicity, 6 declared they were of an ethnic origin other than 'White British'. The 2011 Census statistics show that in Tendring 2.4% of residents declared themselves as being from a minority ethnic group. Therefore, the Council fairly represents the community with the diversity within its workforce.

Sickness Absence

The reported absence figure for the Council in 2017/18 was 10.27 days. Long term absence was reported at 7.69 days and short term absence 2.58 days, which shows the rate to be just above the reported national level in local government (*Xpert HR's sickness absence rates and costs survey 2018, details an average number of days' absence per employee, per annum, for local government of 9.7 days in 2017*). The current absence figure of 11.02 days demonstrates a slight increase in the 2017/18 reported figure, with long term absence being 8.59 days and short term absence 2.43 days.

To put the long term absence figure into context, in terms of the permanent staffing establishment, 1.7% of the workforce are currently absent long term which is a decrease of 0.2% since the last reporting period.

The Chartered Institute of Personnel and Development recommend that organisations adopt the following when effectively managing absence:-

- Identify and tackle the root causes of ill health;
- Build a more robust framework to promote good mental health;
- Strengthen the capability of line managers;
- Ensure a holistic approach; physical, mental, emotional, lifestyle and financial.

Sickness absence continues to be actively managed; the majority of the Council's 4th Tier Managers have undertaken both 'Absence Management' and 'Managing Mental Health' training. The Council also supports its employees' general health and well-being, including: offering a fully funded Employee Assistance Programme (*which offers a holistic approach as identified above*) greater flexible working options, corporate gym membership and access to an Occupational Health Specialist.

The authority is also committed to promoting the positive mental well-being of its employees and to supporting any employees who may experience mental ill-health. The organisation has worked hard to create a framework to achieve this, including working in partnership with a number of 3rd parties (*bulleted below*) to provide staff with a range of resources, training a number of Mental Health First Aiders and Livewell Champions amongst the workforce, educating our line managers to feel confident and competent to have conversations with staff and signpost to specialist sources of support if necessary, and raising awareness amongst the general workforce.

- Provide (a 'Community Interest Company' with a focus on health);
- Health in Mind (*provides access to a wide range of talking therapy treatments for adults with common mental health problems in and around Colchester and Tendring*);
- Anglia Community Enterprise (ACE) (*NHS Community Health Services, such as health checks, My Weight Matters*);
- Remploy (*funded by the Department for Work and Pensions, available to any employee with a mental health issue which may be affecting their work*);
- Lloyds Pharmacy (Flu Vaccination Clinic)

- Regional Employers (*seeking best practice for managing absence*).

BACKGROUND PAPERS FOR THE DECISION

Profile of Tendring May 2016

Teamspirit report

Nomis Official Labour Market Statistics Report Jul 2017 – Jun 2018

Xpert HR's sickness absence rates and costs survey 2018

APPENDICES

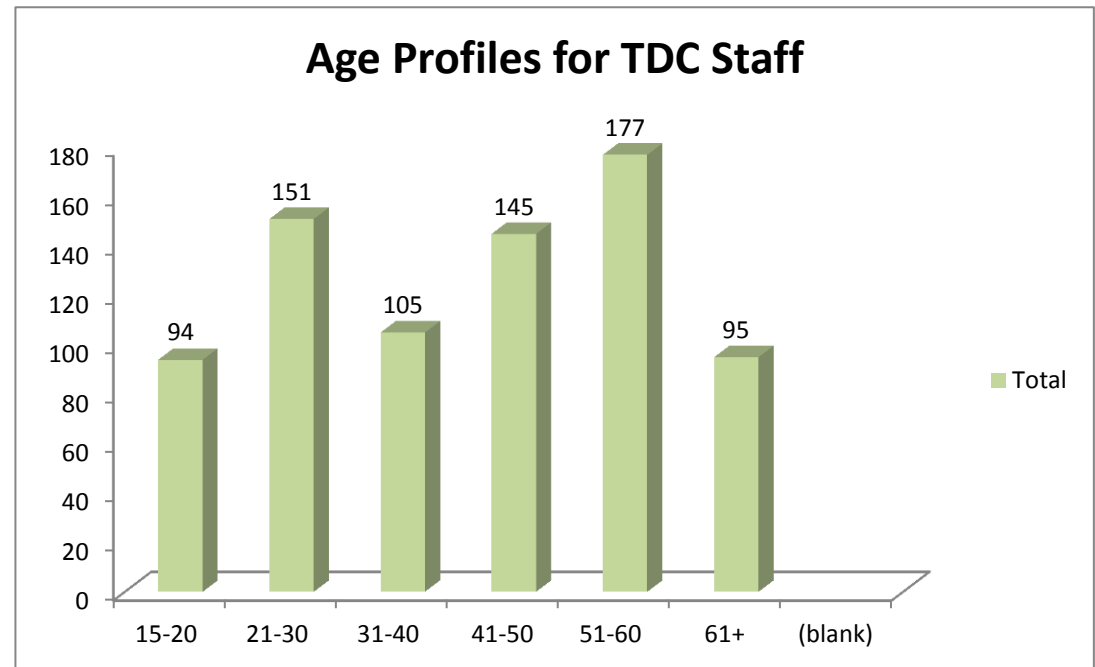
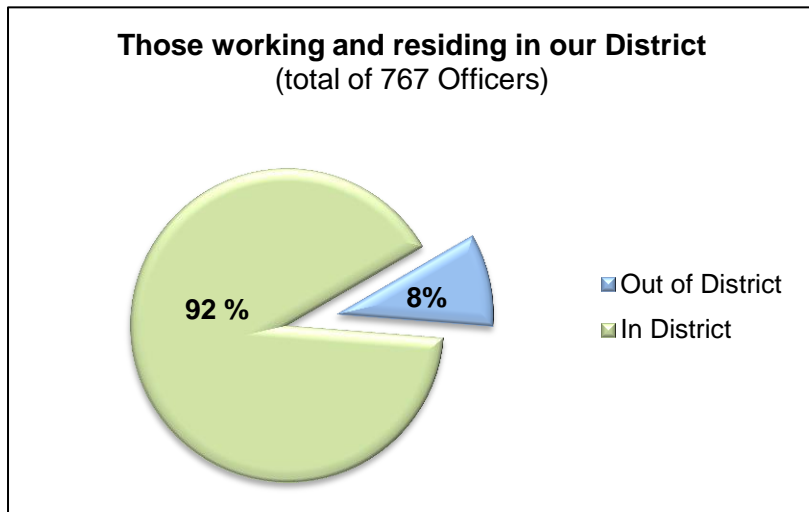
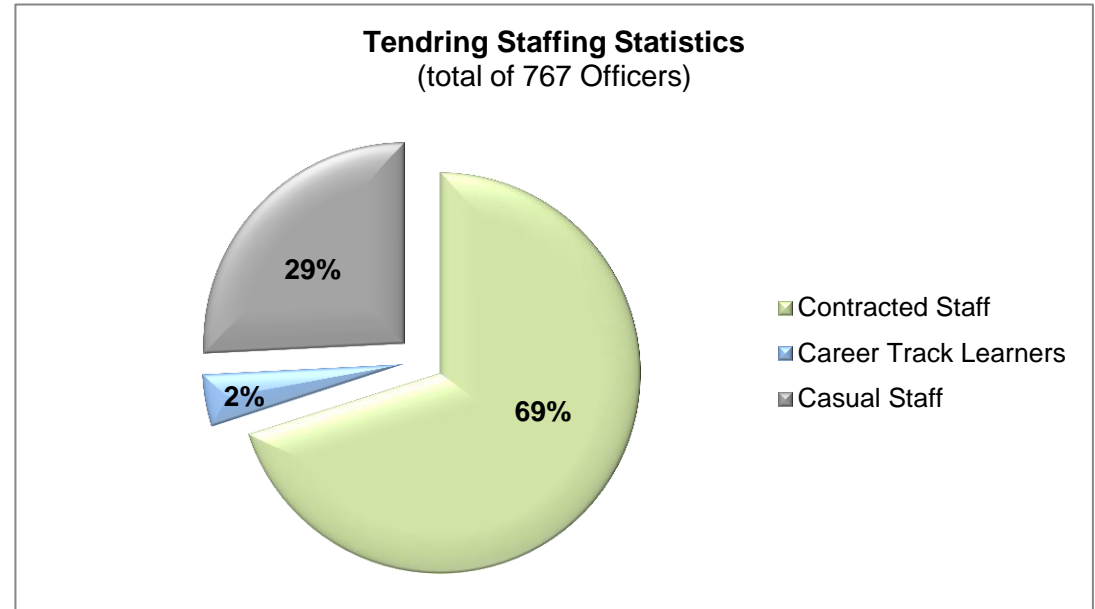
Appendix A – Staffing Data

Number of Employees (including Career Track Learners)

Total workforce	767	
Female	424	55%
Male	343	45%

Full Time	377	
Female	189	50%
Male	188	50%

Part Time	390	
Female	235	60%
Male	155	40%



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HUMAN RESOURCES & COUNCIL TAX COMMITTEE

20 FEBRUARY 2019

REPORT OF DEPUTY CHIEF EXECUTIVE (CORPORATE SERVICES)

A.3 PAY POLICY STATEMENT 2019/20 AND PAY ASSIMILATION

(Report prepared by Anastasia Simpson)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To present a Pay Policy Statement for 2019/20.

EXECUTIVE SUMMARY

The Localism Act 2011 Section 38 (1) requires the District Council to prepare a pay policy statement each year. The pay policy statement must articulate the Council's approach to a range of issues relating to the pay of its workforce, particularly its senior staff (or 'chief officers') and its lowest paid employees.

The matters that must be included in the statutory Pay Policy Statement are as follows:

- A local authority's policy on the level and elements of remuneration for each Chief Officer.
- A local authority's policy on the remuneration of its lowest-paid employees (together with its definition of "lowest-paid employees" and its reasons for adopting that definition).
- A local authority's policy on the relationship between the remuneration of its Chief Officers and other Officers.
- A local authority's policy on other aspects of Chief Officers' remuneration: remuneration on recruitment increases and additions to remuneration, use of performance related pay and bonuses, termination payments and transparency.

This statement will be published on the Council's website following each review and approval by Full Council.

The Pay Policy Statement 2019/20 has been designed to give an overview of the Council's framework regarding pay and rewards for staff within the Council. This framework is based on the principle of fairness and that rewards should be proportional to the weight of each role and each individual's performance. The framework aims to ensure the ability of the Council to recruit talented individuals whilst reassuring the citizens of Tendring that their money is being used efficiently.

A pay assimilation exercise has been carried out by the Council, to move across to the new nationally agreed pay bands for 2019/20, which has resulted in multiple inflationary variations across the pay scale.

RECOMMENDATION(S)

It is **RECOMMENDED TO FULL COUNCIL** that:

- (a) the Pay Policy Statement 2019/20, as set out at Appendix A, be adopted; and
- (b) the new Pay Spine that will come into effect from 1 April 2019, as set out in

Appendix B, be noted.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Council's annual consideration and formal approval of a Pay Policy Statement is part of the Council's governance arrangements and provides transparency for the citizens of Tendring.

FINANCE, OTHER RESOURCES AND RISK

The Council has a statutory and contractual obligation to adopt the new NJC pay spine from 1 April 2019. This has been costed and reviewed in line with the existing Tendring District Council grading structure. The original salaries budget for 2018/19 was £15.233m, rising to an estimated £16.421m in 2019/20, an increase of £1,188m. Of this increase £648k can be attributed to the cost of assimilating to the new pay spine (gross pay only). This inflationary change has created implications for the Council's ten year financial plan and full provision to meet these costs has been built into the 2019/20 budget and the ongoing financial forecast.

LEGAL

The Council has an obligation to implement the NJC pay spine alongside the approval and publication of an annual Pay Policy Statement in accordance with the provisions of the Localism Act 2011 (Section 38).

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder / Equality and Diversity / Health Inequalities / Area or Ward affected / Consultation / Public Engagement.

The new pay spine for 2019/20 gives all employees a minimum inflationary pay rise of 2%. Employees on the lower pay bands will receive inflationary pay rises of between 3%-7% as they move across to the new pay spine. The changes this year have been a result of the changes nationally in relation to the minimum wage and the National Living Wage. With effect from 1st April 2019 the National Living Wage will be £8.21 for employees aged over 25 and in the public sector pay, the lowest NJC salary will be £9.00 per hour. Employees that benefit from this increased inflationary rise, include cleaners, theatre staff and leisure attendants. A gender analysis has been undertaken as part of the assimilation exercise.

PART 3 – SUPPORTING INFORMATION

BACKGROUND – PAY ASSIMILATION 2019/20

In April 2018, a two year pay agreement was reached between the National Employers and the National NJC Trade Unions on rates of pay applicable from 1 April 2018 and 1 April 2019. The second year of the NJC offer involves moving all employees on to a new pay spine (*which will ensure compliance with the anticipated increase in the legal national minimum wage by 2020*).

Agreements reached by the NJC are 'collective agreements' and if they are incorporated into employees' contracts of employment, then the changes will take effect automatically (*the Conditions of Employment with Tendring District Council in the main, conform to those established for local government generally by the NJC, commonly known as the 'Green*

*Book*¹). The new spine will replace entirely the current spine and accordingly employees should assimilate across from their current SCP to the new corresponding SCP in April 2019.

New Pay Spine 1 April 2019

- A bottom rate of £9.00 per hour (£17,364) on new Spinal Column Point (SCP) 1 (equivalent to old SCP's 6 & 7).
- 'Pairing off' old SCP's 6-17 incl. to create new SCP's 1-6 incl.
- Equal steps of 2.0% between each new SCP's 1 to 22 incl. (equivalent to old SCP's 6-28 incl.)
- By creating equal steps between these pay points, new SCP's 10, 13, 16, 18 and 21 are generated to which no old SCP's will assimilate.
- On new SCP's 23 and above (equivalent to old SCP's 29 and above), 2.0% increase on 2018 rate.

By adopting the new NJC pay spine locally, two issues were identified by officers (*other authorities have reported similar issues*):

- The current Grade 3 would lose all potential for progression and become a spot salary.
- The current Grade 5 would be made up of 7 SCP's. This is above the NJC recommendation of a maximum of 6 SCP's in one grade.

The NJC therefore recommended that local employers consider various options and present formal proposals around which there would be local negotiations with a view to reaching agreement. Officers completed work on the assimilation to the new pay spine in October 2018 and submitted proposals to both the Regional Unison Branch and Regional Employers for consideration. Following a series of meetings these proposals were agreed by Tendring District Council, as the 'employer' and UNISON.

The proposals recognise the principle of fairness and that rewards should be proportional to the required skill and expertise of each role. The Regional Employers have determined that officer proposals are sound and fair and UNISON fully support the approach being taken by the Council.

The model for Tendring

The revised grade structure adopts all new SCPs to prevent deviation from the full NJC pay spine, with the adjusted grade boundaries including an additional increment for employees currently at the top of the adjusted grades 3, 4 and 5. This allows for a % increase that is comparable to the NJC proposal throughout.

The proposed model:

- Recognises the NJC proposal and fulfils our obligation to adopt the new pay spine.
- Where possible, pay progression has been built into the revised grade structure.*
- Minimises disruption to the existing grading structure.

* *Grade 1c is the only exception having 1 SCP in the new model however the midpoint for*

this grade has increased by 7.01%.

The original salaries budget for 2018/19 was £15.233m, rising to an estimate of £16.421m in 2019/20, an increase of £1.188m. Of this increase, £648k can be attributed the cost of assimilating to the new pay spine (*gross pay only*). This figure includes both the permanent staffing establishment and casual workforce. An element of the £648k pay award increase relates to the estimated cost of adjusting grade boundaries for grades 3, 4 and 5. However it is proposed to withhold awarding the new SCP's at the top of these grades until 2020/21, resulting in an anticipated underspend against the base salaries budget of £51k in 2019/20.

PAY POLICY STATEMENT 2019/20 - BACKGROUND

Introduction

Following pay assimilation the Pay Policy Statement 2019/20 contains details of the Council's new pay structure with effect from 1 April 2019.

During 2018, there have been other changes to pay including the introduction of the mandatory gender pay reporting, following the introduction of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 and the implementation of the new allowances scheme for standby, callout and overtime. The new Allowances scheme was introduced in April 2018 and is now fully operational, ensuring that allowances are applied consistently and fairly across the organisation.

The Off-Payroll changes to working in the public sector (IR35) which were fully implemented in 2017 continue to have little impact on the Council in relation to resourcing specialist skills.

Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

To meet the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, before 30 March 2018, the Council published the first snapshot of data including the following:

- The mean gender pay gap
- The median gender pay gap
- The mean bonus gender pay gap
- The median bonus gender pay gap
- The proportion of males and females receiving a bonus payment
- The proportion of males and females in each quartile band

This information was published on the Council's website as well as a designated government website. Three of the above questions, were not applicable, as the Council does not operate bonus schemes for any Officers. The challenge within Tendring District Council and across Great Britain is to eliminate any gender pay gap. If any gaps are determined, as the Council interprets data, an action plan will be prepared.

Early data collation for 2019, indicates the following across the Council:

Mean Difference Across Gender

The difference between the male and female mean hourly rate is £0.28. The male mean hourly rate is 2.3% higher than the female mean hourly rate.

Median Difference Across Gender

The difference between the male and female median hourly rate is. £0.87 The female median hourly rate is 8.9% higher than the male median hourly rate.

Allowances Review

Following a review it was determined that the majority of allowances would remain and a revised Allowances Policy was introduced in April 2018. The principles of the review included the following:

- Tendring wants to ensure that staff are paid in a consistent way throughout the organisation.
- The organisation wants to compensate staff that provide a contractual out of hour's standby service to meet the Council's statutory duties.
- Tendring wants to ensure that payment structures are fair and sustainable for the future.
- The Council will meet increased financial on-costs associated with overtime and call out payments. This includes an employer pension contribution and payment of accrued holiday pay for regular overtime worked.
- The Council wants to be a responsible employer to meet the health, safety and well-being needs of staff by encouraging the use of TOIL for recovery from working additional hours through the night.

UNISON fully supported the introduction of the new Allowances Policy and the new scheme and payment structure has been introduced across the organisation.

Statutory Roles Across Tendring District Council

Research was undertaken during 2018 regarding payments for statutory roles. This piece of work involved EELGA asking other employers across the region information regarding payments for statutory Officers. The majority of authorities responded that allowance payments were only made to the Section 151 Officer and the Council's Monitoring Officer. Within Tendring allowance payments are made to the Section 151 Officer and the Council's Monitoring Officer, alongside their deputies.

No other Council's reported payments to other statutory roles, including Safeguarding, Data Protection or the Designated Transport/Fleet Manager. The Council proposes to continue with current payments to existing statutory roles (Monitoring Officer, Section 151 Officer and deputy roles) but allowance payments will not be extended to other statutory duties. Duties will be incorporated into current job descriptions and evaluated in accordance with the NJC Job Evaluation Scheme.

The Council is currently working with EELGA to identify all statutory roles and duties within a District Council and hopes to provide this information over the next few months as Councils across the region update Epaycheck information.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

APPENDIX A - PAY POLICY STATEMENT 2019/20

APPENDIX B – NEW PAY SPINE (1 APRIL 2019)

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Tendring District Council Pay and Reward Policy

2019/20



Introduction

Section 38(1) of the Localism Act 2011 requires local authorities to produce an annual pay policy statement. The provisions within the Act do not seek to change the right of each local authority to have autonomy on pay decisions, however it emphasises the need to deliver value for money for local taxpayers.

This statement is approved by Full Council and *published on the Council's website at the earliest opportunity.*

Tendring District Council recognises, in the context of managing 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 excessive. The Council's vision includes the provision to adopt a reward strategy that is modern, sustainable, fair and transparent and rewards people appropriately for their contribution to the Council.

The Council follows the transparency requirements on remuneration as set out in the Local Government Transparency Code 2015, published by the Department for Communities and Local Government in February 2015, and the Local Transparency Guidance issued on 30 November 2015 by the Local Government Association.

Part of the Code includes publishing information relating to senior salaries within a local authority. A full list of senior salaries and also monthly expenditure on pay across all pay bands is available and published on the Council's website www.tendringdc.gov.uk.

The Council's Statement of Accounts includes details of all Chief Officers pay.

The HR Committee has responsibility for the terms and conditions of service for all staff and ensures that remuneration is set within the wider pay context giving due consideration to the relationship between the highest and lowest paid in the organisation.

The matters that must be included in the statutory Pay Policy Statement are as follows:

- A local authority's policy on the level and elements of remuneration for each Chief Officer (for Tendring District Council this includes the Chief Executive, Corporate Directors/Head of Department, Monitoring Officer and the Section 151 Officer).
- A local authority's policy on the remuneration of its lowest-paid employees (together with its definition of "lowest- paid employees" and its reasons for adopting that definition).
- A local authority's policy on the relationship between the remuneration of its Chief Officers and other Officers.
- A local authority's policy on other aspects of Chief Officers' remuneration: remuneration on recruitment increases and additions to remuneration, use of

performance related pay and bonuses, termination payments and transparency.

Purpose of the Statement

The Pay Policy Statement 2019/20 has been designed to give an overview of the Council's framework regarding pay and rewards for staff within the Council. The framework aims to ensure the ability of the Council to recruit talented individuals whilst reassuring the citizens of Tendring that their money is being used efficiently.

Tendring District Council needs to have high calibre leaders within the organisation to deliver high quality public services, especially in difficult fiscal conditions. At the same time taxpayers are right to demand value for money from public resources and an assurance that their money is not being wasted on excessive senior salaries. The primary aim of the Pay Policy is to set a framework to attract, retain and motivate staff so that the organisation can perform at its best. Research shows that individuals are attracted, retained and engaged by a range of both financial and non-financial rewards so a coherent link between reward and the overall approach to people management leads to the best possible outcome.

Managing Remuneration

Tendring District Council has a fair, equitable and transparent approach to remuneration, following equal pay legislation. This includes incremental progression based on length of service and more proactively on:

- Achieving annual performance levels
- Development progression against defined frameworks (Career Progression for many posts)

The Council also benchmarks and reviews salary profiles within the job market and has access to the Epaycheck system provided by the East of England Employer's Organisation.

The Council has adopted the National Pay Grades as set by the National Joint Council (NJC) and is subject to the national negotiations regarding pay and conditions of service (commonly known as the 'Green Book'). The Council currently has a Pay Spine that commences on SCP (Spinal Column Point) 1, which is the pay for the "lowest paid employee" and ends at SCP 77. Within the pay structure there are 20 Pay Bands.

Apprentices, however, are not included as they have a contract for learning and training with the Council, rather than an employment contract.

The values of the SCPs are updated by the national pay awards and the Council is notified of any changes by the National Joint Council for Local Government.

Employees who are new to the Council and Local Government are usually appointed at the first point of the salary banding, apart from in exceptional circumstances.

National Single Status and the NJC Job Evaluation Scheme have been adopted by the Council with locally agreed conventions, which at the time of adoption were negotiated and agreed with local union officials. Training has been provided by the Regional Employers (EELGA) to ensure that there are a sufficient number of managers and union officials within the organisation who have the skills to implement and apply job evaluation within the Council. This job evaluation scheme is recognised by employers and trade unions nationally and the scheme allows for robust measurement against set criteria resulting in fair and objective evaluations.

Chief Officers are not subject to the NJC Job Evaluation Scheme. Chief Officers within the organisation have their pay set following benchmarking and pay rates which are set to attract and retain key employees. The agreement of pay is subject to Equal Pay legislation.

The highest paid employee is the Chief Executive who is on a salary scale of £112,000 to £131,461.00 per annum.

Car mileage payments for all employees are paid at the Inland Revenue Rate. This is currently 45p per mile (for the first 10,000 miles). Use of the Inland Revenue rate enables the Council to have a fair and consistent rate of reimbursement for business mileage across the Council.

There are local rates in force for individuals who use their motorcycles or bicycles on official business and to encourage Officers to car share on business journeys the Council has also adopted the additional 5p per passenger per mile, in accordance with Inland Revenue guidance.

Other allowances payable within the Council included the following:

- Committee Attendance
- Overtime Payments
- Standby Payments
- Callout Payments
- First Aider Payments

The Council introduced a new Allowances Policy in April 2018 to recognise that the Council provides services to residents that sometimes require a response outside of standard working hours.

The new policy has been designed on the basis of the following:

- That staff are paid in a consistent way throughout the organisation.
- To compensate staff that provide a contractual out of hour's standby service to meet the Council's statutory duties.
- To ensure that payment structures are fair and sustainable for the future.
- The Council recognises increased financial on-costs associated with overtime and call out payments. This includes an employer pension contribution of 16.6% and payment of accrued holiday pay for regular overtime worked.

- The Council wants to be a responsible employer to meet the health, safety and well-being needs of staff by encouraging the use of TOIL for recovery from working additional hours through the night.

Within Tendring District Council there are three distinct categories of service provision:

- 1) *Services that have 24 hour, 7 day a week scheduled provision.*
- 2) *Services that are delivered predominantly during standard office hours, that also provide a standby service outside of these hours. Standby is used to address calls that require attention which cannot wait until standard opening hours.*
- 3) *Services that are delivered during standard office hours, that may very occasionally, need to provide an extra response on an ad hoc basis.*

In addition that Council has a statutory requirement to maintain an Emergency Response service for the district. Officers who support this service are called First Call Officers.

Following consultation with UNISON, managers and employees, the following overtime arrangements were introduced from 1 April 2018:

- *Staff up to SCP49 (the top of Grade 11) will be able to be paid overtime. Overtime will only be paid if the time off is not an option for operational service delivery. Overtime must be authorised in advance by the relevant Corporate Director.*
- *Overtime will be paid at plain rate only for Category 2 and 3 services.*
- *Category 1 services will be able to be paid enhanced rates of overtime for evenings, weekends and bank holidays for those staff who have worked 37 hours any one week.*

Other allowance payments for Officers, with effect from 1 April 2018 are as follows:

- 1) *Standby/On-call, Category 2 services - £20 between the hours of 6pm to 8am Monday to Friday, £40 Saturday, Sunday and Bank Holidays*
- 2) *First Call Officer Standby - £20 between the hours of 6pm to 8am, £40 Saturday, Sunday and Bank Holidays*
- 3) *Disturbance payment, Category 3 services - £20 for responding out of core hours*
- 4) *Major Local Emergency response, more than 6 hours outside core hours - up to £200*

The Council does not currently operate any performance related pay or bonus schemes.

The Council has a Subsistence Policy, adopted by HR Committee. Any payment is made on production of actual receipts and payments adhere to the rates provided by the East of England, Local Government Association.

The Chief Executive also receives a (Deputy/Local/Acting) Returning Officer fee in respect of Parliamentary, European Parliamentary, Referendums, County, Police and Crime Commissioner and District and Parish Council Elections. The fee for undertaking this role within the Tendring District is calculated in respect of District and Parish Council Elections by reference to the Scale of Fees and Expenses payable to the Returning Officer at elections of District and Parish Councillors. In respect of acting as Deputy Returning Officer at elections of County Councillors, reference is made to the Scale of Fees and Expenses payable at Elections of County Councillors supplied by Essex County Council. Fees for conducting Parliamentary, European Parliamentary Elections, Police and Crime Commissioner Elections and National Referendum are determined by way of a Statutory Instrument.

The fees received by the Chief Executive in 2018/19, in respect of these duties was nil as no elections were called.

The Council is an admitted body of the Local Government Pension Scheme and the Pension Scheme for the Council is administered by Essex County Council.

Transparency within Tendring District Council

Existing legislation already requires the Council to publish statements regarding remuneration and each year in the Council's Statement of Accounts includes a detailed analysis of the pay, benefits and pension entitlements for all Chief Officers within the Council. The Council will continue to publish this information on an annual basis and it is readily available to view on the Council's website www.tendringdc.gov.uk. This information also includes a structure of the Council's Senior Officers.

In 2019/20 the remuneration for the lowest paid member of staff within the Council will be £17,364 (based on £9.00 per hour) per annum and the most senior officer within the Council will be paid £131,461 per annum. This is a multiple of 7.58, which is lower than half of the pay multiple detailed as the cap for Local Government pay as detailed in the Hutton Review of Fair Pay in the Public Sector. It should be noted that this multiple has reduced by 3 points in comparison to the Pay Statement 2014/15. The Council aims to keep this multiple under review to ensure that it is kept at an appropriate level. The median pay for Chief Officers is £71,170 (this is based on full time equivalent annual salary, excluding election fees). The median pay for other staff other than Chief Officers is £30,939 per annum.

The Council publishes on the Tendring District Council website a monthly report of salaries paid, by pay band and the number of staff within each pay band - www.tendringdc.gov.uk.

Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

Since 2018 the Council has been obliged to introduce mandatory gender pay reporting, to meet the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. The Council has to publish data including the following:

- The mean gender pay gap
- The median gender pay gap
- The mean bonus gender pay gap
- The median bonus gender pay gap
- The proportion of males and females receiving a bonus payment
- The proportion of males and females in each quartile band

This information is published on the Council's website as well as a designated government website. Three of the above questions, will not be applicable, as the Council does not operate bonus schemes for any Officers.

The challenge within Tendring District Council and across Great Britain is to eliminate any gender pay gap. If any gaps are determined, as the Council interprets data, an action plan will be prepared.

In preparation for the publication of the data in March 2019 the Council has been undertaking an analysis of gender pay data during 2018 which includes an analysis by gender across four pay quartiles. Early results indicate the following:

Mean Difference Across Gender

The difference between the male and female mean hourly rate is £0.28. The male mean hourly rate is 2.3% higher than the female mean hourly rate.

Median Difference Across Gender

The difference between the male and female median hourly rate is £0.87. The female median hourly rate is 8.9 % higher than the male median hourly rate.

Off- Payroll working in the public sector (IR35)

From time to time, due to the requirement for particular specialist skills or due to peaks in workloads, the Council uses agency workers or consultants, for short term assignments. With effect from 1st April 2017, HMRC has updated the requirements and regulations for off payroll workers within the public sector. From April 2017, individuals working through their own company in the public sector will no longer be responsible for deciding whether the intermediaries' legislation applies and then paying the relevant tax and NICs. This responsibility will instead move to the public sector employer.

The Council has undertaken and reviewed the current status of workers with individual agencies and HMRC.

Severance Payments

The Council has adopted policies regarding severance payments. Full details can be found in the following;

- Organisational Change and Redundancy Policy
- Flexible Retirement Policy

In the case of the Organisational Change and Redundancy Policy the authority has to ensure that the policy is workable, affordable and reasonable having regard to foreseeable costs.

In terms of severance, all policies and payments are the same for the “lowest paid employee” and the Chief Officers of the Council.

Tendring District Council needs to ensure sufficient flexibility to allow for responding to unforeseen circumstances and there maybe occasions when the Council has to take a pragmatic approach to severance. Any enhanced severance agreements will not be entered into without the advice of the External Auditor and will adhere to current legislation.

Other Rewards

The Council has both financial and non-financial rewards for staff; these are to reflect the different expectations and priorities of staff.

These other rewards include the following:

- Access to the Local Government Pension Scheme for all staff
- Training Support
- Being tax efficient and at nil cost to the Council - Salary Sacrifice Schemes including Childcare Vouchers, Car Purchase Scheme (Ultra Low emission cars) and a Cycle to Work Scheme
- Health Schemes – the Council has been able to offer a number of Weight Management courses, Quit smoking clubs and Health Checks for employees in partnership with ACE and PROVIDE and at nil cost to the Council
- Occupational health and independent counselling
- Additional career development opportunities – secondments, special projects, flexible working and recognition through awards such as the Celebration of Success and STARS Event
- Free car parking
- Flexi time scheme
- Providing discounts at local shops and cafes for employees
- Additional days annual leave granted after 5 years of continuous service with Tendring District Council

There are no rewards that only benefit Chief Officers within the Council.

Review of the Pay Policy Statement

The Localism Act stipulates that the Council's Pay Policy Statement should be kept under regular review on an annual basis. This includes a publication of the salaries of the most senior employees within the organisation compared to the lowest paid employees. This includes using pay multiples.

The Policy is approved by the Human Resources Committee and presented to Full Council.

The Human Resources Committee will take responsibility for the role of the Council's Remuneration Panel. In fulfilling this role the Committee will ensure that decisions will be based on the following:

- Support the achievement of the Council's aims
- Take account of wider public sector pay policy and good practice
- Are proportionate, fair and equitable and support equal pay principles
- Take account of appropriate pay differentials
- Attract, retain and motivate Officers of the right quality and talent
- Take account of the resources required in transitioning to any revised arrangements

Other Policies

The Council has a number of policies that could have a financial benefit and should be read in conjunction with this Pay Policy Statement including the following:

- Disturbance Allowances Policy
- Organisational Change and Redundancy Policy
- Market Forces Policy
- Flexible Retirement Policy
- Acting Up Policy
- Relocation Policy
- Long Service and Retirement Gifts Policy

All of the above policies apply equally to all employees of Tendring District Council.

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NEW SCP TABLE - NEW GRADE BOUNDARIES

GRADE	SCP	SCP-UQ	ANNUAL	MONTHLY	HOURLY
1B	1	1	17,364	1,447.00	9.00
1B	1		17,364	1,447.00	9.00
1B	2	2	17,711	1,475.92	9.18
1B	2		17,711	1,475.92	9.18
1C	3	3	18,065	1,505.42	9.36
1C	3		18,065	1,505.42	9.36
2	4	4	18,426	1,535.50	9.55
2	4		18,426	1,535.50	9.55
2	5	5	18,795	1,566.25	9.74
2	5		18,795	1,566.25	9.74
3	6	6	19,171	1,597.58	9.94
3	6		19,171	1,597.58	9.94
3	7	7	19,554	1,629.50	10.14
4	8	8	19,945	1,662.08	10.34
4	9	9	20,344	1,695.33	10.54
4	10	10	20,751	1,729.25	10.76
4	11	11	21,166	1,763.83	10.97
4	12	12	21,589	1,799.08	11.19
5	13	13	22,021	1,835.08	11.41
5	14	14	22,462	1,871.83	11.64
5	15	15	22,911	1,909.25	11.88
5	16	16	23,369	1,947.42	12.11
5	17	17	23,836	1,986.33	12.35
5	18	18	24,313	2,026.08	12.60
6	19	19	24,799	2,066.58	12.85
6	20	20	25,295	2,107.92	13.11
6	21	21	25,801	2,150.08	13.37
6	22	22	26,317	2,193.08	13.64
6	23	23	26,999	2,249.92	13.99
7	24	24	27,905	2,325.42	14.46
7	25	25	28,785	2,398.75	14.92
7	26	26	29,636	2,469.67	15.36
7	27	27	30,507	2,542.25	15.81
8	28	28	31,371	2,614.25	16.26
8	29	29	32,029	2,669.08	16.60
8	30	30	32,878	2,739.83	17.04
8	31	31	33,799	2,816.58	17.52
9	32	32	34,788	2,899.00	18.03
9	33	33	35,934	2,994.50	18.63
9	34	34	36,876	3,073.00	19.11
9	35	35	37,849	3,154.08	19.62

10	36	36	38,813	3,234.42	20.12
10	37	37	39,782	3,315.17	20.62
10	38	38	40,760	3,396.67	21.13
10	39	39	41,675	3,472.92	21.60
11	40	40	42,683	3,556.92	22.12
11	41	41	43,662	3,638.50	22.63
11	42	42	44,632	3,719.33	23.13
11	43	43	45,591	3,799.25	23.63
12	44	44	46,606	3,883.83	24.16
12	45	45	47,573	3,964.42	24.66
12	46	46	48,546	4,045.50	25.16
12	47	47	49,508	4,125.67	25.66
13	48	48	50,490	4,207.50	26.17
13	49	49	51,445	4,287.08	26.67
13	50	50	52,409	4,367.42	27.16
13	51	51	53,374	4,447.83	27.67
14	52	52	54,327	4,527.25	28.16
14	53	53	55,289	4,607.42	28.66
14	54	54	56,249	4,687.42	29.16
14	55	55	57,219	4,768.25	29.66
HOS1	56	56	58,437	4,869.75	30.29
HOS1	57	57	59,406	4,950.50	30.79
HOS1	58	58	60,646	5,053.83	31.43
HOS1	59	59	61,884	5,157.00	32.08
HOS2	60	60	63,125	5,260.42	32.72
HOS2	61	61	64,357	5,363.08	33.36
HOS2	62	62	65,592	5,466.00	34.00
HOS2	63	63	66,841	5,570.08	34.65
HOS3	64	64	68,077	5,673.08	35.29
HOS3	65	65	69,311	5,775.92	35.93
HOS3	66	66	70,548	5,879.00	36.57
HOS3	67	67	71,792	5,982.67	37.21
HOS4	68	68	73,037	6,086.42	37.86
HOS4	69	69	74,282	6,190.17	38.50
CD4	70	70	75,925	6,327.08	39.35
CD4	71	71	77,567	6,463.92	40.21
CD4	72	72	79,211	6,600.92	41.06
CD4	73	73	80,853	6,737.75	41.91
CD5	74	74	82,795	6,899.58	42.91
CD5	75	75	84,735	7,061.25	43.92
CD5	76	76	86,678	7,223.17	44.93
CD5	77	77	88,620	7,385.00	45.93

HUMAN RESOURCES & COUNCIL TAX COMMITTEE

20 FEBRUARY 2019

REPORT OF DEPUTY CHIEF EXECUTIVE

A.4 DEFENCE EMPLOYER RECOGNITION SCHEME UPDATE

(Report prepared by Anastasia Simpson and Katie Wilkins)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To update Human Resources Committee on the work that has been undertaken to date, and future activities planned, to support the armed forces/veteran community, including Tendring District Council's participation in the Defence Employer Recognition Scheme (ERS).

EXECUTIVE SUMMARY

The ERS encourages employers to support defence and inspire others to do the same. The scheme encompasses bronze, silver and gold awards for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the [Armed Forces Covenant](#) (*the Armed Forces Covenant is a promise by the nation ensuring that those who serve or who have served in the armed forces, and their families, are treated with fairness and respect in the communities, economy and society they serve with their lives*).

The covenant focusses on helping members of the armed forces community have the same access to government and commercial services and products as any other citizen. This support is provided in a number of areas including:-

- Education and family well-being;
- Having a home;
- Starting a new career;
- Access to healthcare;
- Financial assistance;
- Discounted services.

The Council currently holds ERS bronze award status, in achieving this, the Council has demonstrated its commitment to being 'armed forces-friendly' and that it is open to employing reservists, armed forces veterans (*including the wounded, injured and sick*), cadet instructors and military spouses/partners.

Officers are keen to develop this work, not only to support the priorities outlined in the Armed Forces Covenant; but also to support the Council's recruitment priorities. Colchester Barracks discharges around 400 military personnel each year, a number of which decide to remain in the Colchester and Tendring area. These personnel are highly trained and skilled and as such the Council is keen to tap into this talent pipeline

Officers are now working in partnership with Samantha Goodman (*Armed Forces Development Officer, at Colchester Borough Council (CBC)*), towards the attainment of silver accreditation. Samantha led CBC's submission and achievement of silver status in 2018. Tendring District Council also has an Elected member lead for work relating to support for the Armed Forces(Cllr Christopher Amos).

Employers can self-nominate for the ERS. Once the nomination has been validated it will be considered by a selection board at national level for gold awards and regional level for silver awards. The selection boards will be a panel chaired by a senior military officer and they will consider each nomination against the award criteria. Organisations selected for gold and silver awards will be formally notified in writing and invited to the relevant award event.

Appendix 1 details both the activity undertaken to date, and the proposed future activity to support the armed forces/veteran community and the achievement of silver award status.

RECOMMENDATION(S)

It is recommended:

That the content of this report be noted.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

This work programme demonstrates our intention to ‘*recognise the diversity and equality of individuals*’ and ‘*work collaboratively*’ as detailed in our ‘*Values*’ within the Corporate Plan.

FINANCE, OTHER RESOURCES AND RISK

There are no financial or other risks associated with the attainment of the ERS silver award. Any costs associated with the ongoing training of staff will be met from a designated budget for staff development.

LEGAL

Equalities Act 2010.

OTHER IMPLICATIONS

None.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

Considerable work has been undertaken to date to ‘*demonstrate or advocate*’ support to defence and the armed forces community. On this basis, the Council has already achieved Defence ERS bronze award status. The criteria for achieving bronze status is as follows:-

- Pledge to support the armed forces, including existing or prospective employees, who are members of the community;
- Must have signed the Armed Forces Covenant;
- Promote being armed forces-friendly and are open to employing reservists, armed forces veterans (*including the wounded, injured and sick*), cadet instructors and military spouses/partners.

To achieve silver award status, the Council must:-

- Already have stated their intent to be supportive by using the ERS website to register at the Bronze level;
- Proactively demonstrated that service personnel/armed forces community are not unfairly disadvantaged as part of their recruiting and selection processes;
- Employ at least one individual from the armed forces community category that the nomination emphasises. For example, an employer nominated for support to the Reserves must employ at least one Reservist;

- Actively ensure that their workforce is aware of their positive policies towards defense people issues (*for example, an employer nominated for support to the Reserves must have an internally publicised and positive HR policy on Reserves*);
- Within the context of Reserves, must have demonstrated support to mobilisations or have a framework in place. They must demonstrate support to training by providing at least 5 days' additional unpaid/paid leave (*wherever possible not to financially disadvantage Reservist employees*);
- Must not have been the subject of any negative PR or media activity.

Expressions of interest in the silver award must be submitted to the Ministry of Defence via the gov.uk website by 12 April 2019; submissions after this date will not be accepted.

BACKGROUND PAPERS FOR THE DECISION
N/A
APPENDICES
Appendix 1 - Activity undertaken to date to support silver accreditation process.

Activity undertaken to date to support silver accreditation process.

Description	Department	Status
<p>Regular Annual Civic Events including:</p> <ul style="list-style-type: none"> • Remembrance Sunday – joint activity with Clacton Royal British Legion. Approx. 4000 local residents attend the War Memorial. Supported by local youth groups / cadets. • Armed Forces Day - (ceremony with flag raising at Town Hall attended by Chairman) • Annual Veterans Tea Dance (provided by TDC) • Other Remembrance Services / Flag Raising include Battle of Britain, Merchant Navy Day, Holocaust Memorial Day. • Ad hoc anniversaries such as Passhandale, Falklands Anniversary. • Tommy figure displayed at the Air Show, when the Battle of Britain flying and the Council “toured” Tommy around the District over the past year. • Ad hoc displays in Town Hall foyer. 	<p>Leadership Support & Community</p>	<p>Ongoing</p>
<p>Annual Tending Jobs Fair is well supported and attended by Army, Royal Navy and Marines.</p> <p>Links to Career Transition Partnership (to include Service Leavers) established.</p>	<p>Regeneration</p>	<p>Ongoing</p>
<p>Ex-armed forces personnel who are accepted for social housing are given priority status above all others within their housing band level,</p> <ul style="list-style-type: none"> • This has been successfully written into the allocations policy <p>Support/signposting for applicants for disabled facilities grants.</p>	<p>Housing</p>	<p>Ongoing</p>
<p>HR policies to support Armed Forces.</p> <p>Currently have a Reserves Policy in place since 2013.</p> <p>No current Reservist or Cadet Volunteers stated; staff survey to establish numbers of staff with links to Armed Forces carried out in 2018.</p> <p>Hold a Bronze Award, Employer Recognition Scheme (previously SaBRE). Currently making application for Silver Award. Links established with RFCA to support this.</p> <p>Mentor scheme implemented – 3 staff members (<i>who are themselves veterans</i>) trained as mentors to support any new starters to TDC who are transitioning from the military.</p> <p>Link to Career Transition Partnership, to advertise external job vacancies, in order to capture Service Leavers.</p> <p>Information on the Army’s Industry Placement Scheme cascaded to Managers.</p> <p>Benefit from attendance on Army Leadership Courses for TDC staff.</p>	<p>HR</p>	<p>Other options for future:</p> <ul style="list-style-type: none"> • Consider a Guaranteed Interview Scheme for Veterans • Consider Work Placement Scheme

<p>Raise awareness internally of the Armed Forces Covenant and the needs of the armed forces community via:</p> <p>Armed Forces Covenant E-learning module available to TDC staff members.</p> <p>Delivery of half day workshops for front line staff.</p>	HR	Ongoing
<p>Dedicated Armed Forces Webpages.</p>	IT	<p>Updated as appropriate by Online Team</p> <p>Consider: Implement a 'Register with Us' option on the webpages, for veterans to provide their information</p>
<p>Promotion of Armed Forces Covenant and Funding to local organisations in Tendring.</p> <p>Employer Event on being 'Forces Friendly Employers' to be held March 2019.</p> <p>In process of joining 'Defence Discount Service' to offer discounts to Armed Forces community on leisure services in Tendring.</p>	Regeneration	<p>Consider: Promoting new funding streams through Armed Forces Covenant Fund to relevant organisations</p>
<p>Civil Military Partnership Board – Essex Meetings held quarterly,</p> <p>CLlr Amos was appointed as Armed Forces Member Champion in 2017.</p>	Armed Forces Member Champion / Armed Forces Officer Champion	<p>Ongoing:</p> <p>Attendance ensures TDC kept updated on how other LA's are supporting their local armed forces community, and any strategic plans/funding etc</p>
<p>Strategy for our Veterans, Strategy has been launched, consultation period until March 2019 on how this will be delivered.</p>		<p>Local Authorities will be expected to take forward this new strategy; level of activity unknown until consultation outcomes available.</p>

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By virtue of paragraph(s) 2 of Part 1 of Schedule 12A of the Local Government Act 1972.

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