

Public Document Pack

NOTICE OF MEETING

www.rbwm.gov.uk



EMPLOYMENT PANEL

will meet on

MONDAY, 14TH MAY, 2018

At 6.30 pm

in the

ASCOT AND BRAY - TOWN HALL, MAIDENEHAD

TO: MEMBERS OF THE EMPLOYMENT PANEL

COUNCILLORS LISA TARGOWSKA (CHAIRMAN), EILEEN QUICK (VICE-CHAIRMAN),
PHILLIP BICKNELL, STUART CARROLL, DR LILLY EVANS, MJ SAUNDERS,
PAUL BRIMACOMBE AND CHRISTINE BATESON

SUBSTITUTE MEMBERS

COUNCILLORS SIMON DUDLEY, LYNNE JONES, DAVID HILTON, JACK RANKIN,
JOHN STORY, EDWARD WILSON, SAMANTHA RAYNER AND RICHARD KELLAWAY

Karen Shepherd – Service Lead - Democratic Services - Issued: Thursday, 3 May 2018

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **Karen Shepherd** 01628 796529

Fire Alarm - In the event of the fire alarm sounding or other emergency, please leave the building quickly and calmly by the nearest exit. Do not stop to collect personal belongings and do not use the lifts. Do not re-enter the building until told to do so by a member of staff.

Recording of Meetings –In line with the council's commitment to transparency the public section of the meeting will be audio recorded, and the audio recording will also be made available on the RBWM website, after the meeting.

Filming, recording and photography of public Council meetings may be undertaken by any person attending the meeting. By entering the meeting room you are acknowledging that you may be audio or video recorded and that this recording will be in the public domain. If you have any questions regarding the council's policy, please speak to the Democratic Services or Legal representative at the meeting.

AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence	
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest	5 - 6
3.	<u>MINUTES</u> To consider the Part I minutes of the meeting held on 16 April 2018	7 - 8
4.	<u>GENDER PAY GAP - COMPARISON</u> To consider the above report	9 - 20
5.	<u>REDUNDANCY PAY COMPARISON</u> To consider the above report	21 - 26
6.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u> To consider passing the following resolution:- "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on item 7 on the grounds that it involved the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"	

PART II - PRIVATE MEETING

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
7.	<p><u>MINUTES</u></p> <p>To consider the Part II minutes of the meeting held on 16 April 2018.</p> <p><i>(Not for publication by virtue of Paragraph 1, 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p>	27 - 28
8.	<p><u>PAY REWARD OUTCOME 2017/18</u></p> <p>To consider the urgent report.</p> <p><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p>	29 - 34

MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in the discussion or vote at a meeting.** The speaking time allocated for Members to make representations is at the discretion of the Chairman of the meeting. In order to avoid any accusations of taking part in the discussion or vote, after speaking, Members should move away from the panel table to a public area or, if they wish, leave the room. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any licence to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where:
 - a) that body has a piece of business or land in the area of the relevant authority, and
 - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

A Member with a DPI should state in the meeting: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations on the item: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Prejudicial Interests

Any interest which a reasonable, fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs the Member's ability to judge the public interest in the item, i.e. a Member's decision making is influenced by their interest so that they are not able to impartially consider relevant issues.

A Member with a Prejudicial interest should state in the meeting: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations in the item: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Personal interests

Any other connection or association which a member of the public may reasonably think may influence a Member when making a decision on council matters.

Members with a Personal Interest should state at the meeting: ***'I wish to declare a Personal Interest in item x because xxx'. As this is a Personal Interest only, I will take part in the discussion and vote on the matter.***

This page is intentionally left blank

Agenda Item 3

EMPLOYMENT PANEL

MONDAY, 16 APRIL 2018

PRESENT: Councillors Eileen Quick (Vice-Chairman in the Chair), MJ Saunders, Christine Bateson, Lynne Jones, David Hilton and Samantha Rayner

Officers: Alison Alexander, Karen Shepherd and Nikki Craig

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Targowska, Dr L Evans, Brimacombe and Carroll.

DECLARATIONS OF INTEREST

Councillor Hilton declared a Personal Interest in the item 'Life Choices' as he knew the individual through his role as a Member of the Berkshire Pension Fund Panel.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 12 March 2018 be approved.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 5-6 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act.

The meeting, which began at 5.30 pm, finished at 5.55 pm

CHAIRMAN.....

DATE.....

This page is intentionally left blank

Report Title:	Gender Pay Gap – Comparison
Contains Confidential or Exempt Information?	NO - Part I.
Member reporting:	Not applicable.
Meeting and Date:	Employment Panel 14 May 2018.
Responsible Officer(s):	Alison Alexander, Managing Director and Nikki Craig, Head of HR and Corporate Projects.
Wards affected:	None.

REPORT SUMMARY

At the March Employment Panel meeting when the council's gender pay gap was discussed, members asked for an information report to be prepared comparing the council's gender pay gap with other councils.

1 DETAILS OF RECOMMENDATION

RECOMMENDATION: That Employment Panel notes the report.

2 REASONS FOR RECOMMENDATION

- 2.1 Public sector organisations were required to publish their gender pay gap data by 30 March. The table in Appendix A shows the mean and median gender pay gap for 320 councils published on the Government website on 4 April 2018. In summary 61 pay women more than men and the Royal Borough ranks 161st on the list. Among the Berkshire councils only Reading Borough has a lower mean gender pay gap, see table 1.
- 2.2 Table 1 compares the mean and median pay gap of the Berkshire councils. The measures are:
- Mean pay gap - this is the difference between the average hourly rate for men and the average for women, expressed as a percentage of the average hourly rate for men.
 - Median pay gap - This is the difference between the middle value of the hourly rate for men (when ordered from lowest to highest) and the middle value for women, expressed as a percentage of the median hourly rate for men.

Table 1: Gender pay gap for Berkshire councils

Council	Ranking	% mean gap	% median gap
Reading	88	-2.2	-3.8
Windsor and Maidenhead	162	-7.1	-10.2
Slough	253	-12.5	-12.5
Wokingham	278	-14.7	-28.5
Bracknell	290	-16.3	-23.3
West Berkshire	307	-19.5	-15.7

- 2.3 Appendix B provides an analysis of ten other statistically-similar local authorities that were ranked above the Royal Borough. Common themes that contributed to the gender pay gaps of these higher-ranked authorities included:

- Smaller workforces.
- Majority female workforces.
- Significantly more men occupying lower paying roles.
- Upper paying roles being more evenly split between the genders.

2.4 When compared to 15 statistical neighbours, the Royal Borough places 4th, see Table 2. The statistical neighbours were derived from the Royal Borough's CIPFA family group. This takes in account variables such as unitary status, population, number of households, area, unemployment levels and council tax bands.

Table 2: Gender pay gap for the Royal Borough's CIPFA family group

Council	Ranking	% mean gap	% median gap
Poole	99	-2.9	2.2
Swindon	116	-3.7	-4.3
North Lincolnshire	155	-6.7	-0.1
Windsor and Maidenhead	161	-7.1	-10.2
Medway	185	-8.3	-9.4
Bath and North East Somerset	188	-8.4	0.6
Isle of Wight	213	-9.6	-14.9
South Gloucestershire	245	-11.8	-12
North Somerset	268	-13.7	-12.6
Cheshire East	274	-14.3	-13.4
Wokingham	278	-14.7	-28.5
Bedford	285	-15.8	-15.1
Central Bedfordshire	286	-16.1	-18.2
Bracknell Forest	290	-16.3	-23.3
Warrington	301	-17.9	-15
West Berkshire	307	-19.5	-15.7

3 KEY IMPLICATIONS

- 3.1 The council published its data before the deadline and Employment Panel approved these actions for implementation during 2018/19:
- Review the pay profile within the pay grades and dip sample to identify any pay inequalities.
 - Undertake unconscious bias training for managers to raise awareness of gender issues
 - Promote family friendly policies and evaluate the take up of those policies. Determine what action should be taken, if any, to further encourage the take up of these policies.
 - Women and particularly those working part time, will be encouraged to participate in the 2018/19 management development programme.
- 3.2 Since April 2017, the structure of the council has changed and in particular the representation of women on the senior management team has increased from around 30 percent to 50 percent. The gender split across the organisation is 63.5 percent female and 36.5 percent male.

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 None.

5 LEGAL IMPLICATIONS

5.1 None.

6 RISK MANAGEMENT

6.1 None.

7 POTENTIAL IMPACTS

7.1 None.

8 CONSULTATION

8.1 None.

9 TIMETABLE FOR IMPLEMENTATION

9.1 Not applicable to the content but to the recommended action plan..

10 APPENDICES

10.1 Appendix A: List of councils with mean and median pay gap.
Appendix B: Local authority case studies.

11 BACKGROUND DOCUMENTS

11.1 None

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr L Targowska	Principal Member	24/04/18	24/04/18
Alison Alexander	Managing Director	24/04/18	24/04/18
Russell O'Keefe	Executive Director	01/05/18	03/05/18
Andy Jeffs	Executive Director	01/05/18	02/05/18
Rob Stubbs	Section 151 Officer	01/05/18	02/05/18
Nikki Craig	Head of HR and Corporate Projects	24/04/18	24/04/18
Elaine Browne	Interim Head of Law and Governance	01/05/18	02/05/18
Louisa Dean	Communications	01/05/18	02/05/18

REPORT HISTORY

Decision type: For information	Urgency item? No	To Follow item? N/a
Report Author: Karin Zussman-Ward, Lead HR Consultant, 01628 796211		

Appendix A: Councils - mean and median gender pay gap

Ref no.	Type of council	Council	% gap mean	% gap median
1	District/borough	Epsom and Ewell	14.1	27.8
2	District/borough	Three Rivers	11	42
3	London Borough	Lewisham	10.9	15.8
4	District/borough	Selby	10.9	14.3
5	London Borough	Southwark	10.7	10
6	District/borough	Worcester	10.4	18.7
7	District/borough	Wyre Forest	10.3	12.5
8	District/borough	West Lindsey	10.1	22
9	District/borough	Forest Heath	9.1	1.5
10	District/borough	Guildford	9	22
11	District/borough	Teignbridge	8.2	7.5
12	District/borough	Broxbourne	7.9	19.1
13	District/borough	South Hams	7.9	13.4
14	District/borough	Hambleton	7.7	12.3
15	District/borough	Derbyshire Dales	7.6	2.1
16	District/borough	Aylesbury Vale	6.8	23.5
17	Unitary	Brighton and Hove	6	7.3
18	District/borough	Colchester	6	4
19	District/borough	Spelthorne	6	20
20	District/borough	Pendle	5.5	36
21	London Borough	Islington	5.3	12.6
22	District/borough	Tendring	5.2	13.6
23	London Borough	Barnet	5	0
24	London Borough	Greenwich	5	7.2
25	District/borough	South Cambridgeshire	4.9	17.1
26	District/borough	High Peak	4.8	13.3
27	District/borough	Reigate and Banstead	4.5	15.6
28	Met District	Rochdale	4.1	1.5
29	London Borough	Harrow	3.9	13.3
30	District/borough	Brentwood	3.8	9.4
31	District	Adur	3.5	50.3
32	District/borough	Uttlesford	3.3	3.3
33	London Borough	Redbridge	3.2	10.1
34	District/borough	Copeland	3.1	0
35	District/borough	Eastleigh	2.9	12.7
36	District/borough	Braintree	2.8	22
37	London Borough	Hackney	2.8	8
38	District/borough	North Devon	2.4	8.9
39	District/borough	Basingstoke and Deane	2.2	8
40	Unitary	Chester West and Chester	2.1	-1.9
41	District/borough	South Lakeland	2.1	14.3
42	District/borough	Wigan	2.1	0.1
43	District/borough	East Lindsey	1.8	10
44	London Borough	Merton	1.7	3.7
45	District/borough	Thanet	1.2	-5.8
46	District/borough	Fareham	1.1	8.3
47	Unitary	Stoke-on-Trent	1.1	3.3
48	District/borough	Bassetlaw	1	4.4
49	District/borough	Dacorum	1	8
50	District/borough	Scarborough	1	11.4

Ref no.	Type of council	Council	% gap mean	% gap median
51	London Borough	Camden	0.9	3.5
52	County	Hertfordshire	0.9	0.4
53	District/borough	Exeter	0.8	6
54	Unitary	Redcar and Cleveland	0.8	0
55	District/borough	Flyde	0.6	18.7
56	District/borough	Harrogate	0.5	4.1
57	District/borough	Mid Devon	0.4	-1.8
58	District/borough	South Norfolk	0.3	14.8
59	Unitary	North East Lincolnshire	0.1	8.3
60	District/borough	Oxford City	0.1	0
61	District/borough	Redditch	-0.3	-3.2
62	District/borough	West Lancashire	-0.4	-0.6
63	Unitary	Leicester	-0.5	-3.1
64	Unitary	Blackburn with Darwen	-0.7	2.8
65	Unitary	Blackpool	-0.7	6
66	District/borough	South Holland	-0.8	16.5
67	District/borough	Norwich City	-0.9	0
68	London Borough	Haringey	-1	-1.9
69	District/borough	Newport City	-1	3
70	District/borough	South Oxfordshire and the Vale of White Horse	-1.1	8.7
71	District/borough	Chorley	-1.2	0
72	District/borough	North Warwickshire	-1.2	-4.5
73	County	Dorset	-1.3	6.5
74	District/borough	Mansfield	-1.3	-8.6
75	District/borough	Wyre	-1.4	-1.6
76	District/borough	Crawley	-1.6	-0.1
77	London Borough	Croydon	-1.6	-2.4
78	District/borough	Ashfield	-1.7	0
79	Unitary	Torbay	-1.7	-2.3
80	District/borough	Test Valley	-1.8	10.4
81	District/borough	Hertsmere	-1.9	6.7
82	District/borough	St Edmundsbury	-1.9	7.7
83	District/borough	East Staffordshire	-2	6.9
84	District/borough	Gravesham	-2	8.9
85	District/borough	Carlise	-2.1	6.3
86	Unitary	Northumberland	-2.2	-0.5
87	Unitary	Reading	-2.2	-3.8
88	Unitary	Bournemouth	-2.3	2.9
89	District/borough	Burnley	-2.3	-7.9
90	District/borough	Kettering	-2.4	5.5
91	District/borough	Chelmsford	-2.5	5.1
92	Unitary	Plymouth	-2.6	3.3
93	Unitary	Derby City	-2.7	-0.2
94	Met District	Coventry	-2.8	-0.9
95	Met District	Stockport	-2.8	-1.8
96	District/borough	Basildon	-2.9	6.5
97	District/borough	Castle Point	-2.9	12.5
98	Unitary	Poole	-2.9	2.2
99	District/borough	Gedling	-3	-1.9
100	Met District	Tameside	-3	5.8
101	District/borough	Preston	-3.2	0

Ref no.	Type of council	Council	% gap mean	% gap median
102	District/borough	Cherwell	-3.3	-6.9
103	Met District	Calderdale	-3.4	5
104	Unitary	Durham	-3.4	-4.3
105	District/borough	Craven	-3.5	0
106	District/borough	Eastbourne	-3.5	0
107	District/borough	Huntingdonshire	-3.5	0.8
108	District/borough	Newcastle-under-lyme	-3.5	-2.1
109	County	Oxfordshire	-3.5	-0.1
110	District/borough	Chichester	-3.6	-3.4
111	London Borough	Hillingdon	-3.6	0
112	Unitary	York	-3.6	-0.2
113	District/borough	Blaby	-3.7	-5.9
114	District/borough	South Kesteven	-3.7	-20
115	Unitary	Swindon	-3.7	-4.3
116	District/borough	Cambridge	-3.9	-8.2
117	Unitary	Southampton	-3.9	-4.7
118	District/borough	Bolsover	-4	0
119	District/borough	Lancaster	-4	-15
120	Unitary	Bristol	-4.1	-13.5
121	Unitary	Nottingham	-4.2	-2.6
122	District/borough	Bromsgrove	-4.3	-3.1
123	District/borough	Hinkley & Bosworth	-4.3	0
124	District/borough	Kings Lynn and West Norfolk	-4.3	3.7
125	Met District	Sheffield	-4.3	-8.4
126	London Borough	Havering	-4.5	0
127	District/borough	Horsham	-4.5	3.2
128	District/borough	Newcastle	-4.5	-6.7
129	London Borough	Kingston upon Thames	-4.7	-5.2
130	District/borough	Lichfield	-4.7	0
131	District/borough	Wakefield	-4.7	-2.4
132	London Borough	Lambeth	-4.8	-4.8
133	District/borough	North West Leicestershire	-5.3	-11
134	District/borough	Amber Valley	-5.4	-15.6
135	District/borough	Maidstone	-5.4	-4.9
136	London Borough	Sutton	-5.4	0.4
137	District/borough	South Ribble	-5.5	-0.6
138	District/borough	Rugby	-5.7	-5.3
139	District/borough	Taunton Deane	-5.9	0
140	District/borough	Wirral	-5.9	-4.8
141	London Borough	Ealing	-5.9	0
142	Met District	Bolton	-6	-10.7
143	District/borough	Ipswich	-6	0
144	District/borough	Nuneaton and Bedworth	-6.1	0
145	London Borough	Hammersmith and Fulham	-6.1	-3.8
146	District/borough	Hyndburn	-6.2	-2.7
147	Met District	Oldham	-6.2	-8
148	District/borough	Fenland	-6.3	0
149	London Borough	Enfield	-6.4	-1.5
150	London Borough	Brent	-6.5	-6.8
151	District/borough	Sevenoaks	-6.5	1
152	District/borough	Broxtowe	-6.6	0
153	District/borough	Runnymede	-6.6	0.3

Ref no.	Type of council	Council	% gap mean	% gap median
154	District/borough	North Lincolnshire	-6.7	-0.1
155	County	Norfolk	-6.8	-9.7
156	London Borough	Richmond upon Thames	-6.8	-5
157	London Borough	Wandsworth	-6.8	-5
158	London Borough	Newnham	-6.9	-9.4
159	London Borough	Hounslow	-7	-7.3
160	District/borough	New Forest	-7	9.5
161	Unitary	Royal Borough of Windsor & Maidenhead	-7.1	-10.2
162	Unitary	Southend on Sea	-7.3	-3.2
163	District/borough	St Albans	-7.3	-6.8
164	District/borough	Newark and Sherwood	-7.4	0
165	District/borough	Christchurch and East Dorset	-7.4	-10.6
166	Unitary	Darlington	-7.6	-10.8
167	District/borough	Elmbridge	-7.6	0
168	District/borough	Mid Suffolk	-7.7	-17
169	County	Buckinghamshire	-7.8	-5.4
170	County	West Sussex	-7.8	-9.8
171	Unitary	Wiltshire	-7.8	-5.4
172	District/borough	Wolverhampton	-7.8	-3.1
173	London Borough	Bexley	-7.9	-9.9
174	Met District	Sefton	-7.9	-11.1
175	District/borough	Shepway	-7.9	4.2
176	Unitary	Telford and Wrekin	-7.9	-5.2
177	District/borough	Warwick	-7.9	-6.4
178	County	Northamptonshire	-8	-6
179	Met District	Barnsley	-8.1	-12.4
180	Met District	Bradford	-8.2	-11.1
181	County	East Sussex	-8.2	-7.2
182	District/borough	Stevenage	-8.2	-9.9
183	Unitary	Luton	-8.3	-13.3
184	Unitary	Medway	-8.3	-9.4
185	District/borough	South Bucks	-8.3	-10.4
186	District/borough	Surrey Heath	-8.3	-12.4
187	Unitary	Bath and NE Somerset	-8.4	0.6
188	Met District	Sandwell	-8.4	-12.6
189	London Borough	Tower Hamlets	-8.4	-6.8
190	District/borough	East Hertfordshire	-8.5	-17
191	Met District	Gateshead	-8.5	-11.5
192	Unitary	Harlepool	-8.5	-8.3
193	Met District	Leeds	-8.6	-13.1
194	Met District	Liverpool	-8.7	-9.7
195	Met District	St Helens	-8.7	-6.9
196	Met District	Bury	-8.8	-7.7
197	District/borough	South Staffordshire	-8.8	-12
198	District/borough	East Devon	-8.9	-3.2
199	County	Gloucestershire	-8.9	-12.6
200	Unitary	Peterborough	-8.9	-4.7
201	District/borough	Rushcliffe	-8.9	1.3
202	District/borough	Stafford	-8.9	-0.5
203	District/borough	Caerphilly	-8.9	-8.6
204	District/borough	Erewash	-9	0

Ref no.	Type of council	Council	% gap mean	% gap median
205	Unitary	Milton Keynes	-9	-15
206	District/borough	Welwyn Hatfield	-9	-3
207	Met District	Birmingham	-9.1	-9.2
208	Met District	Manchester	-9.1	-8.8
209	District/borough	Corby	-9.2	-11.2
210	District/borough	Mid Sussex	-9.2	-9.9
211	District/borough	Tandridge	-9.4	-14.7
212	Unitary	Isle of Wight	-9.6	-14.9
213	County	Essex	-9.7	-9.7
214	District/borough	North East Derbyshire	-9.7	-8.8
215	District/borough	Wycombe	-9.7	-10.8
216	London Borough	Westminster	-9.8	-5.4
217	County	Somerset	-9.9	-13.9
218	District/borough	Boston	-10	0
219	Unitary	East Riding of Yorkshire	-10.1	-12
220	Unitary	Halton	-10.1	-0.5
221	London Borough	Kensington and Chelsea	-10.1	-10.8
222	District/borough	Mole Valley	-10.2	-6.4
223	Unitary	Kingston-upon-Hull	-10.2	-4.4
224	District/borough	Hastings	-10.3	-9.3
225	Met District	Kirklees	-10.3	-16.3
226	District/borough	Lincoln	-10.3	-18
227	Unitary	Middlesbrough	-10.5	-12.6
228	County	Worcestershire	-10.5	-9.2
229	County	Warwickshire	-10.6	-15.7
230	District/borough	Powys	-10.7	-10.2
231	Met District	Trafford	-10.7	-17
232	District/borough	Tunbridge Wells	-10.8	-8.8
233	District/borough	Swansea	-10.9	-11.5
234	District/borough	Dudley	-11	-18
235	Unitary	Portsmouth	-11	-15
236	County	Lincolnshire	-11.1	-13.3
237	Unitary	Stockton-on Tees	-11.1	-12.6
238	District/borough	Canterbury	-11.4	-11.8
239	District/borough	Tamworth	-11.4	-6.1
240	District/borough	Walsall	-11.4	-9.2
241	Met District	Rotherham	-11.5	-12.5
242	District/borough	Rushmoor	-11.5	-8.8
243	Met District	Sunderland	-11.6	-13.5
244	Unitary	South Gloucestershire	-11.8	-12
245	County	Staffordshire	-12	-11.3
246	District/borough	Barrow in Furness	-12.1	-8.8
247	Unitary	Cornwall	-12.1	-14.9
248	County	North Yorkshire	-12.1	-11.8
249	County	Nottinghamshire	-12.3	-25.4
250	District/borough	South Derbyshire	-12.3	-3.7
251	District/borough	Winchester	-12.4	-7.3
252	Unitary	Slough	-12.5	-12.5
253	County	Kent	-12.6	-18.2
254	District/borough	South Somerset	-12.6	-15.4
255	District/borough	Charnwood	-12.8	-17
256	London Borough	Waltham Forest	-12.8	-11.5

Ref no.	Type of council	Council	% gap mean	% gap median
257	County	Cambridgeshire	-13	-18
258	County	Cumbria	-13.1	-25.1
259	District/borough	Northampton	-13.2	-15
260	District/borough	Suffolk Coastal and Waveney	-13.2	-18.5
261	District/borough	Wychavon	-13.2	-13.7
262	District/borough	Great Yarmouth	-13.4	-19
263	County	Devon	-13.5	-17
264	District/borough	Gloucester	-13.5	-9.6
265	County	Lancashire	-13.6	-20.3
266	County	Derbyshire	-13.7	-25.3
267	Unitary	North Somerset	-13.7	-12.6
268	District/borough	North Kesteven	-13.8	-4.3
269	District/borough	Sedgemoor	-13.9	-12.6
270	District/borough	Stroud	-14	-17.2
271	District/borough	Dover	-14.1	-8.7
272	Unitary	Rutland	-14.2	-12.3
273	Unitary	Cheshire East	-14.3	-13.4
274	Met District	Salford	-14.5	-19.3
275	District/borough	East Hampshire	-14.6	-14.1
276	District/borough	North Norfolk	-14.6	-27.5
277	Unitary	Wokingham	-14.7	-28.5
278	County	Suffolk	-14.8	-18.6
279	District/borough	Chiltern	-15	-21.9
280	District/borough	Cheltenham	-15	-14
281	District/borough	Cotswold	-15.7	-28.1
282	Met District	Doncaster	-15.7	-21.1
283	Unitary	Thurrock	-15.7	-13.7
284	Unitary	Bedford	-15.8	-15.1
285	Unitary	Central Bedfordshire	-16.1	-18.2
286	District/borough	Epping Forest	-16.1	-16.2
287	Met District	Knowsley	-16.1	-11.6
288	District/borough	Ashford	-16.2	-23.6
289	Unitary	Bracknell Forest	-16.3	-23.3
290	Unitary	Herefordshire	-16.3	-15.4
291	London Borough	Bromley	-16.5	-11.7
292	District/borough	Waverley	-16.6	-13.6
293	District/borough	Swale	-16.9	-21
294	District/borough	Weymouth and Portland	-16.9	-15.5
295	County	Surrey	-17.3	-14.7
296	District/borough	Havant	-17.4	-22.1
297	District/borough	Cannock Chase	-17.5	-26.9
298	Met District	South Tyneside	-17.5	-20.9
299	District/borough	Harlow	-17.9	-8.9
300	Unitary	Warrington	-17.9	-15
301	District/borough	Wellingborough	-17.9	-17.6
302	County	Leicestershire	-18	-20
303	Met District	Solihull	-18.6	-27.2
304	County	Hampshire	-18.7	-21.7
305	District/borough	Allerdale	-19	-25
306	Unitary	West Berks	-19.5	-15.7
307	District/borough	Stratford-upon-Avon	-20.6	-26.2
308	Unitary	Shropshire	-20.8	-26

Ref no.	Type of council	Council	% gap mean	% gap median
309	District/borough	Tewkesbury	-21	-22
310	District/borough	Rother	-21.3	-20.7
311	District/borough	Woking	-22.5	-15.8
312	District/borough	Breckland	-22.8	-31.3
313	District/borough	Babergh	-22.8	-28.3
314	District/borough	Dartford	-23.7	-27.9
315	District/borough	Tonbridge and Malling	-23.9	-33.6
316	District/borough	Wealden	-24.7	-23.6
317	District/borough	North Hertfordshire	-25	-34
318	District/borough	Broadland	-26.8	-25.5
319	District/borough	West Oxfordshire	-27.9	-26.2
320	District/borough	Arun	-31.7	-8.5

Appendix B: Local Authority Case Studies

1. Epsom & Ewell District (+14.1% gap mean; +27.8% gap median).

- Independently controlled council; Resident Associations majority.
- Small workforce; only 250 employees.
- Women on average paid 14% more than men at Epsom & Ewell.
- Female Chief Executive and 6 of 13 (46%) within SLT are female.
- Lower paying roles predominantly filled by men; 63% of lower and lower middle quartile paid roles. 56% of upper and upper middle quartile paid roles occupied by women.
- Majority of front-line operatives are men; 82% of the Operation Services Team are male.

10. Guildford District (+9% gap mean; +22% gap median).

- Conservative controlled council.
- Imbalance in the workforce; higher proportion of men (80%) working in lower pay band roles, e.g. Guildford's Waste Collection Service and Parks and Countryside Service.
- Majority of Guildford's upper middle roles (54%) are occupied by women, but more men within the senior upper roles (53%). 3 of 5 in Corporate Management Team are male.
- Ongoing actions to address the pay gap include; training managers in equality and diversity, competency based interviews to avoid unconscious bias in recruitment, offering flexible working options, development opportunities for employees with potential.

19. Spelthorne District (+6% gap mean; +20% gap median).

- Conservative controlled council.
- Spelthorne attributes their gap to an imbalance of male and female colleagues across their services. There is a much higher proportion of men working in Neighbourhood Services; many roles within this area fall within the lower pay bands.
- Majority female workforce within upper middle (72%) and upper (56%) roles.
- Chief Officers all male, however majority of Service Heads are female.

56. Fylde District (+0.6% gap mean; +19% gap median).

- Conservative controlled council.
- Small workforce; only 258 employees, but majority male (67%).
- Men form the majority within lowest, lower middle and highest paid quartiles.
- 50:50 gender split within upper middle quartile.
- Despite workforce imbalance, there is a very narrow pay gap.

57. Harrogate District (+0.5 gap mean; +4.1% gap median).

- Conservative controlled council.
- 50:50 split in Harrogate's workforce gender demographic (1,142 total).
- Significantly more men in the lower paid jobs (57%).
- Majority of upper and upper middle quartile paid roles occupied by women (53%).
- 10 of 16 within the Senior Management Team are men.

60. North East Lincolnshire (+0.1% gap mean; +8.3% gap median).

- Conservative controlled council.
- Majority female workforce (73%).
- 7 of 11 (64%) of Leadership Team are female.
- Breakdown of pay quartiles shows the council employs a larger proportion of females within each quartile; 80:20% split within the upper middle pay quartile.
- In 2016-17, 83% of job applications were from female candidates. 81% of appointments.

61. Oxford City (+0.1% gap mean; 0% gap median).

- Labour controlled council.
- Narrowest gender pay gap in the country.
- Two female Executive Directors within a Senior Management Team of six.
- Majority of total workforce is male, however most of the male staff (68%) employed within Oxford Direct Services Ltd (a new wholly-owned social enterprise).
- ODS delivers core services including waste management and recycling, street cleaning, car park operations, parks maintenance, highways repairs and building services.
- Excluding the ODS workforce, females are in the majority; accounting for 60% of the remaining Oxford City Council employees.
- Higher proportion of female employees within the business improvement, finance, legal, housing and community service departments.
- More males as a percentage within the upper pay quartiles, but also more men (71%) in the lower paid quartiles, balancing the mean and median figures.
- Oxford City uses gender neutral 'Mx' titles on council documents following a recommendation from the Council's Equality and Diversity Review Group.
- Offers employees an 'Oxford Living Wage', flexible/home working options and childcare vouchers.

87. Northumberland (-2.2% gap mean; -0.5% gap median).

- No overall control; Conservative minority council.
- Majority female workforce (56%).
- Relatively even upper pay quartile split; 56% of upper quartile roles occupied by women and 54% of upper middle roles occupied by men.
- 5 of 7 roles (71%) in the Senior Leadership Team are occupied by females.
- Lower paid roles dominated by women; 64% of lower middle and 56% of lower quartile.
- Planned actions to further reduce Northumberland's gender pay gap include:
 - **Future Talent.** Supporting and developing the careers of females within the organisation, succession planning with service leads, removing unconscious bias, reviewing the council's pay policy on an annual basis with a gender pay analysis.
 - **Supporting Working Families.** Supporting return to work following maternity or adoption leave schemes, Keep in Touch days, Shared Parental Leave, flexible working, encouraging an open attitude to fit with personal circumstances.
 - **Inclusion.** Anonymising recruitment practices, a Dignity at Work policy to ensure bullying/harassment has a clear line of reporting, employee engagement promotion within the HR & OD strategy to increase communication with employees.

88. Reading (-2.2% gap mean; -3.8% gap median).

- Labour controlled council.
- Majority female workforce (66%).
- Women make up the majority of Reading's workforce within all four pay quartiles.
- 11 of 18 within Senior Management Team are female.

99. Poole (-2.9% gap mean; +2.2% gap median).

- Conservative controlled council.
- Narrowest gap of the Royal Borough's CIPFA Family Group.
- 66% of Poole's top quartile roles are occupied by women.
- 2 of 4 Strategic Directors and 5 of 11 Heads of Service are female.

Report Title:	Redundancy pay comparison.
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Not applicable.
Meeting and Date:	14 May 2018
Responsible Officer(s):	Alison Alexander Managing Director & Nikki Craig, Head of HR and Corporate Projects.
Wards affected:	None.

REPORT SUMMARY

In April Employment Panel requested comparator data on redundancy payment. This reports provides members with comparison detail of what payments other local authorities and organisations make to employees in a redundancy situation.

1 DETAILS OF RECOMMENDATION

RECOMMENDATION: That the Employment Panel notes the report.

2 REASONS FOR RECOMMENDATION

2.1 Prior to 2008 the council entitlements for redundancy pay were as per the current policy plus additional weeks' pay for continuous service with the council, including constituent authorities e.g. Berkshire County Council, which was calculated as:

- Up to three years' service – additional two weeks' pay
- Three to 10 years' service – additional five weeks' pay
- Over 10 years' service – additional 10 weeks' pay.

Current policy

2.2 The council's current policy dates from 2008 and provides for redundancy pay to be calculated using two criteria:

- Criterion 1 - The employee's actual weekly pay
- Criterion 2 - The statutory number of weeks based on age and continuous length of local government service, used in the basis of policy, using the redundancy weeks calculator, see Appendix A.

Criterion 1

2.3 The council pays the employee's actual week's pay, not the statutory minimum week's pay. The statutory minimum pay, set by legalisation, is currently £508. Based on a full time role of 37 hours per week, this equates to a salary of £26,489. In the Royal Borough, 27.24 percent of staff earn above this.

Criterion 2

2.4 The statutory number of weeks' calculation reflects length of service. Table 1 provides examples of the council redundancy pay against the two criteria, using the typical salary of £32,050 and a salary for a Senior Manager of £75k as well as the statutory redundancy pay amount. In the Royal Borough 19.77 percent of staff earn above the typical salary.

- 2.5 The percentages referred in point 2.4 are affected by the number of part time workers, who make up 36 percent of the workforce, whose actual weeks' pay would be based on their part time hours.

Table 1: Comparison statutory and council redundancy pay

Age	Length of service	Salary	The Royal Borough redundancy pay	Statutory redundancy pay
30	5	£32,050	£3,073	£2,540
40	10	£32,050	£6,147	£5,080
40	15	£32,050	£9,220	£7,620
50	15	£32,050	£11,986	£9,906
50	20	£32,050	£15,059	£12,446
53	25	£32,050	£15,981	£13,208
55	30	£32,050	£16,596	£13,716
55	10	£75,000	£21,575	£7,620
55	15	£75,000	£31,644	£11,176
55	20	£75,000	£38,835	£13,716
55	30	£75,000	£38,836	£13,716

- 2.6 Employment Panel will be aware that anyone in the Local Government Pension Scheme, who is made redundant after age 55, has a right to receive their unreduced pension; however this cost is charged to the council and is known as pension strain. The council is required under the terms of the scheme to fund the costs of early payment, pension strain.
- 2.7 The government announced plans to cap public sector exit pay to a maximum of £95,000 including any pension costs. The regulations were expected last year but there is still no indication of timescale other than spring 2018. Once in place, the council will need to review its redundancy policy.

3 KEY IMPLICATIONS

- 3.1 For this report information was obtained from what is publicly available or via direct enquiry with a range of councils and universities. Appendix B sets out the arrangements for redundancy terms for other councils, universities and other organisations. In summary one council pays less redundancy pay than the Royal Borough, 22 pay the same and 31 pay in excess of what the Royal Borough pays. For universities, one pays less, three pay the same and two pay more than the Royal Borough. In the case of other organisations, Optalis pays statutory pay and weeks, whilst three others pay more than the Royal Borough.

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 None.

5 LEGAL IMPLICATIONS

- 5.1 None.

6 RISK MANAGEMENT

6.1 None.

7 POTENTIAL IMPACTS

7.1 None.

8 CONSULTATION

8.1 None.

9 TIMETABLE FOR IMPLEMENTATION

9.1 N/A

10 APPENDICES

10.1 Appendix A – Redundancy calculator
Appendix B - Redundancy terms for other councils and other organisations

11 BACKGROUND DOCUMENTS

11.1 None.

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Lisa Targowska	Principal Member	24/04/18	24/04/18
Alison Alexander	Managing Director	24/04/18	24/04/18
Russell O'Keefe	Executive Director	01/05/18	03/05/18
Andy Jeffs	Executive Director	01/05/18	02/05/18
Rob Stubbs	Section 151 Officer	01/05/18	02/05/18
Nikki Craig	Head of HR and Corporate Projects	24/04/18	24/04/18
Elaine Browne	Interim Head of Law and Governance	01/05/18	02/05/18
Louisa Dean	Communications	01/05/18	02/05/18

REPORT HISTORY

Decision type: For information	Urgency item? No	To Follow item?
Report Author: Karin Zussman-Ward, Lead HR Consultant, 01628 796211		

Appendix A: Redundancy calculator

Statutory redundancy pay table																				
	Service (Years)																			
Age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
17	1																			
18	1	1½																		
19	1	1½	2																	
20	1	1½	2	2½	-															
21	1	1½	2	2½	3	-														
22	1	1½	2	2½	3	3½	-													
23	1½	2	2½	3	3½	4	4½	-												
24	2	2½	3	3½	4	4½	5	5½	-											
25	2	3	3½	4	4½	5	5½	6	6½	-										
26	2	3	4	4½	5	5½	6	6½	7	7½	-									
27	2	3	4	5	5½	6	6½	7	7½	8	8½	-								
28	2	3	4	5	6	6½	7	7½	8	8½	9	9½	-							
29	2	3	4	5	6	7	7½	8	8½	9	9½	10	10½	-						
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11	11½	-					
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12	12½	-				
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13	13½	-			
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14	14½	-		
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15	15½	-	
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16	16½	
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17	
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½	
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18	
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½	
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19	
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½	
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24	
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½	
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25	
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½	
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26	
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½	
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27	
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½	
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28	
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½	
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29	
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½	
61+	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30	

Appendix B: Redundancy terms for other councils and other organisations

Redundancy pay	Redundancy weeks	Number of councils	Councils
Statutory pay	Statutory weeks	1	Hounslow - with unspecified discretion to enhance.
Actual week's pay	Statutory weeks	22	Ealing, Hammersmith & Fulham, Hampshire, Southwark, Norfolk, Purbeck, Wiltshire, Hertfordshire, Bedford, Northampton, Cambridge, Leicester, Brighton & Hove, Isle of Wight, Newcastle, Trafford, Sefton, Swindon, Hackney, Oldham, Wokingham, Kingston (where < age 55 in LGPS)
Actual week's pay Capped	Statutory weeks	1	Southampton (Max £1,150)
Actual week's pay	Statutory weeks * 1.5	14	Barking, Dorset County, Oxfordshire, Milton Keynes, Northamptonshire, Wycombe, Bristol, North West Leicestershire, West Berks, Slough (capped at 30 weeks), Shropshire, Richmond, Wandsworth.
Actual week's pay	Statutory weeks * 1.75	6	East Sussex, East Dorset, North Dorset, West Dorset, Weymouth & Portland, Gloucestershire.
Actual week's pay	Statutory weeks * 1.8	1	Preston.
Actual week's pay	Statutory weeks * 2	3	Basingstoke, Crawley, Reading (capped at 52 weeks)
Actual week's pay	Statutory weeks * 2.2	1	St Albans.
Actual week's pay	Statutory weeks + 12 weeks	1	Bolton.
Actual week's pay	Statutory weeks + 1 week for each yr of continuous LG service	1	Haringey.
Actual week's pay	Statutory weeks for LG service pre Kingston, + 2 weeks per year for Kingston service	1	Kingston (where age>55 in LGPS) Enhancement capped at 30 weeks.
Actual week's pay	up to 66 weeks	1	Lincoln.
Actual week's pay * 1.5	Up to 108 weeks	1	Luton.

Redundancy pay	Redundancy weeks	Number of universities	Universities
Statutory pay	Statutory weeks	3	Oxford, Canterbury, Durham
Statutory pay	Linked to length of service up to 2* statutory weeks, capped at £20k	1	Bristol.
Actual week's pay	Statutory weeks	3	East Anglia, Portsmouth, Sheffield.
Actual week's pay	Statutory weeks * 2	1	Cambridge.
Actual week's pay	1 week for each year of service capped at £30k	1	York.

Redundancy pay	Redundancy weeks	Others	Comments
Statutory pay	Statutory weeks	Optalis	
Actual week's pay	2 weeks per year of service	Achieving for Children	Former Royal Borough employees who transferred to Achieving for Children retained their Royal Borough terms and conditions.
Actual week's pay	1 month per year of service	NHS	
Actual week's pay, not less than £441 or more than £1,873	1 month for each year of service, up to 12 months where no access to pension or six months where accessing pension.	Civil Service	Reduced in 2016/17

By virtue of paragraph(s) 1, 2, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank