



## 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 13 February 2018.	7 - 10
4.	<u>GENDER PAY GAP</u>  To consider the above report	11 - 16
5.	<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 items 6-9 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"	

## PRIVATE MEETING

6.	<u>MINUTES</u> To consider the Part II minutes of the meeting held on 13 February 2018 <b><i>(Not for publication by virtue of Paragraph 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b>	17 - 20
7.	<u>RESTRUCTURE OF LIBRARY AND RESIDENT SERVICES</u> To consider the above report <b><i>(Not for publication by virtue of Paragraph 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b>	21 - 30
8.	<u>EFFICIENCY SAVINGS - LIFE CHOICES FINANCE SERVICE</u> To consider the above report <b><i>(Not for publication by virtue of Paragraph 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b>	31 - 38
9.	<u>SENIOR MANAGEMENT STRUCTURE</u> To consider the above report <b><i>(Not for publication by virtue of Paragraph 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b>	39 - 44



## 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.***

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# Agenda Item 3

## EMPLOYMENT PANEL

TUESDAY, 13 FEBRUARY 2018

PRESENT: Councillors Lisa Targowska (Chairman), Eileen Quick (Vice-Chairman), Dr Lilly Evans, Lynne Jones, MJ Saunders and Samantha Rayner

Officers: Alison Alexander, Terry Baldwin and Karen Shepherd

### APOLOGIES FOR ABSENCE

Apologies for Absence were received from Councillors Bicknell and Carroll.

### DECLARATIONS OF INTEREST

Alison Alexander and Karen Shepherd declared interests in the item 'Review of the Pay Reward Scheme' as officers affected by the scheme.

Councillor S Rayner declared a personal interest in the item 'MOD Employer Recognition Scheme – Silver Award' as the borough's Armed Forces representative.

### MINUTES

**RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 16 January 2018 be approved.**

### GENDER PAY GAP

Members considered a number of gender pay gap indicators reflecting a snapshot of employees in post on 31 March 2017.

The Head of HR explained that as per paragraph 2.2, the council paid men and women the same grade for work of equal value. The gender pay gap looked at variations between the pay of men and women across all levels of the organisation. Members noted the data that was required to be published as detailed in paragraph 2.4. Bonuses referred to lump sum payments under the Pay Reward scheme; the data had been adjusted for full time equivalent. Members noted the mean and median figures for the council in comparison to national figures, those in the public sector and a number of other councils.

The Head of HR explained that not all councils published commentary alongside the required data. The borough would look at other commentaries and learn from best practice, updating proposed actions where appropriate. It was noted that the data would change as people left and joined the organisation. The council would next be required to publish a snapshot in March 2019. Councillor Jones suggested it would be useful for Members to be aware of the direction of travel given the changes in the council in the last year. The Managing Director agreed that a snapshot of the current situation would be brought to the next meeting of the Panel for noting. Members could then consider if the actions proposed remained relevant. It was noted that significant numbers of low paid female staff would have transferred to Optalis, but that also many of the senior positions in adult services were held by women.

It was confirmed that over 4% of workers were part time and of these, more than 80% were female. Fractionally more men than women held positions in the Senior Leadership Team.

Councillor Saunders commented that those councils above the borough in Table 2 had meaningfully greater median scores than mean scores. Below, with one exception, the median was notably lower. This was an interesting indicator which meant that not only was the mean lower, but also the spread. He therefore suggested that the council should seek to understand using data as available from those listed lower in the table as to why their spreads were consistently lower. The Chairman suggested that if the data was not published, officers should directly ask for the information. The Managing Director highlighted that a number of the councils listed were district councils with different functions and structures to a unitary authority such as the borough.

It was noted that, when adjusted for full time equivalent, there was no gender pay gap in relation to bonuses.

**RESOLVED UNANIMOUSLY: That Employment Panel notes the report and:**

- i) Approves the commentary about the council's gender pay gap for publication on the council's website and the gov.uk website.**
- ii) Approves the actions identified in the commentary.**

#### MOD EMPLOYER RECOGNITION SCHEME - SILVER AWARD

Members considered actions required by the council to successfully achieve the Ministry of Defence (MOD) Silver Employer Recognition Scheme award and the progress made to date in doing so. Members noted the assessment measures detailed in Table 1 including the requirement for a reservist policy. All requirements needed to be submitted by 15 March 2018 to be considered for the silver award this year.

Councillor S Rayner highlighted that there were two barracks in the borough therefore there was a strong possibility of reservists, veterans or their spouses being employed by the borough. The award would be a strong signal that the borough recognised the talents and strengths such employees could bring.

Councillor Saunders commented that section 8.6 of the Reserve Forces policy did not match the statement in section 8.1 that there would be no loss of continuous service or service related benefits. Officers were requested to amend the policy to make it clear that if an employee chose not to make pension contributions there would be an impact.

**RESOLVED UNANIMOUSLY: That Employment Panel notes the report and:**

- i) Agrees the Reserve Forces Policy, subject to delegated authority to the Head of HR to amend section 8.1.**
- ii) Delegates authority to the Managing Director in conjunction with the Lead Member for Adult Services, Public Health and Communications and the Lead Member for Culture and Communities to ensure appropriate internal publicity**



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 7-9 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 6.35 pm, finished at 8.48 pm

CHAIRMAN.....

DATE.....

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Report Title:	<b>Gender Pay Gap</b>
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	
Meeting and Date:	Employment Panel 12 March 2018
Responsible Officer(s):	Alison Alexander, Managing Director & Terry Baldwin, Head of HR
Wards affected:	None

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## REPORT SUMMARY

- 1 In February the Employment Panel reviewed the council's gender pay gap information based on the workforce as at 31 March 2017. Employment panel asked for an updated report covering the council's gender pay gap information based on the council's current workforce. . The data in this report will be reported in 30 March 2019, using data as at 31 March 2018.
- 2 The pay gap of the current workforce profile, both the mean and median have increased, as at April 2017 against the March 2017 data. The changes can be accounted for by:
  - A higher proportion of females in the upper middle and upper pay quartiles in the transferred out services.
  - As a result, an increase in the percentage representation of men in the upper middle and upper pay band quartiles in the remaining workforce.
- 3 An additional action point has been identified for inclusion in the council gender pay gap submitted to employment panel on 13 February 2018.

## 1 DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Employment Panel notes the report and:

- i) **Approves the Gender Pay Gap action plan amendment ' Women and particularly those working part time, will be encouraged to participate in the council's 2018/19 management development programme'**

## 2 REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 Employment Panel received a report in February regarding the council's gender pay gap, based on data as at 31 March 2017. Employment panel requested an update based on 1 April 2017, noting the next set of data published will be 30 March 2019 based on data as at 31 March 2018.
- 2.2 Since April 2017 the size and shape of the council has changed as a result of the following transfers of employees to our partnership companies:
  - Adoption Services to Adopt Berkshire.
  - Adult Social Care to Optalis.
  - Children's Services to Achieving for Children.

- Some highways and street care functions to Project Centre and Volker.
- Parking enforcement services to NSL services group.

2.3 The data in this report has been produced using the data as at 31 March 2017, excluding those employees no longer working at the council.

#### Data comparison

2.4 Table 1 compares the data from 31 March and 1 April 2017.

**Table 1: Comparison of mean and median gender pay gap**

Council workforce	Percentage gap mean	Percentage gap median
Workforce as at 31/3/17	7.1	10.2
Workforce 1/4/17	10.7	12.8

2.5 Table 2 compares the two sets of data for the bonus gender pay gap. The regulations specify that actual payments are used to calculate the pay gap, irrespective of hours actually worked. This means that the result is affected by part time workers, who are mostly female. Therefore the pay gap has also been calculated adjusting part time workers to full time equivalent (fte).

**Table 2: Comparison of mean and median bonus gender pay gap**

Council workforce	Percentage gap mean - actual payments	Percentage gap mean - adjusted to fte	Percentage gap median - actual payments	Percentage gap median - adjusted to fte
Workforce as at 31/3/17	8.1	-4.3	17.3	0
Workforce 1/4/17	9.5	1.5	17.3	0.4

2.6 Table 3 compares the two sets of data for the proportion of males and females receiving bonus payments.

**Table 3: Comparison**

Council workforce	Female	Male
Workforce as at 31/3/17	39.4	40.4
Workforce 1/4/17	43.9	43.2

2.7 Table 4 sets out the percentage of females and males in each pay quartile, covering the workforce at 31 March 2017 compared to the workforce at 1/4/17.

**Table 4: Comparison of females and males at each pay quartile**

Quartile	Female		Male	
	Workforce at 31/3/17	Workforce 1/4/17	Workforce at 31/3/17	Workforce 1/4/17
Upper	63.8	57.9	36.2	42.1
Upper middle	69.4	63.9	30.6	36.1
Lower middle	71	72.2	29	27.8
Lower	71.6	68.1	28.4	31.9

## Commentary on the comparisons

- 2.8 A number of factors affect the differences in the pay gap:
- The services that transferred out of the council in the main had a higher percentage of females in the workforce than the previous overall work force profile or the current workforce.
  - The services transferred out had a higher proportion of female workers at the upper middle and upper pay quartiles.
  - The current workforce has a higher representation of males in the upper middle and upper pay quartiles than for the previous workforce.
- 2.9 The report on 13 February contained information about 22 other councils across the country. The general trend was that the median gap tends to be higher than the mean. Some councils had a lower mean percentage pay gap than the Royal Borough's' and a small number of those also reported a median gap lower than their mean. These councils were investigated. Very few had published commentaries, but from the information published it can be established that:
- They are small non unitary borough councils with 500 or fewer employees.
  - Their highest salaries are generally lower than the Royal Borough's because they do not have statutory children's or adult services.
  - Their lower salaries are generally comparable with the Royal Borough's.
  - The gender distribution across quartiles is more even than the Royal Borough's.
- 2.10 The councils were contacted by telephone and feedback from them identified some specific workforce profiles such as:
- They still have traditionally male dominated lower paid roles such as refuse collection and grounds maintenance.
  - Female Chief Executive and a high number of female Heads of Service, plus male dominated roles at lower levels.
  - Male Chief Executive and Deputy and workforce of less than 300, resulting in Environmental Health Officers being in the top pay quartile.
  - There was an example of a culture from the top of work life balance, with Directors and Heads of Service working part time, and the male Chief Executive working flexibly for child care reasons.
  - An example of a flexitime scheme with no fixed core time, requirement to work a minimum of three hours daily.
- 2.11 An additional action point for the council's action plan has been identified. The council is planning a new management development programme during 2018/19. It is recommended that directors and heads of service identify and encourage women working in the council, and particularly women working part time, to participate in the programme.

**Table 6: Options**

Option	Comments
Employment Panel approves the report and the additional action point.	
<b>This is the recommended option</b>	
The Employment Panel does not approve the report and the	The council must publish its gender pay gap data by 30 March 2018.

Option	Comments
additional action point.	

### 3 KEY IMPLICATIONS

**Table 7: Key implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Gender pay gap information published by 30 March 2018 on the gov.uk website and council's own website	> 30 March 2018	30 March 2018	16 March 2018	28 February 2018	30 March 2018

### 4 FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no financial implications.

### 5 LEGAL IMPLICATIONS

5.1 None at this point.

### 6 RISK MANAGEMENT

**Table 8: Impact of risk and mitigation**

Risks	Uncontrolled Risk	Controls	Controlled Risk
Failure to publish on time, results in enforcement action.	Medium	Data published on time	Low
Failure to publish results in reputational damage.	Medium	Data published on time	Low

### 7 POTENTIAL IMPACTS

7.1 No equalities impact assessment was carried out.

### 8 CONSULTATION

8.1 None.

## 9 TIMETABLE FOR IMPLEMENTATION

9.1 None.

## 10 APPENDICES

10.1 None.

## 11 BACKGROUND DOCUMENTS

11.1 Gender Pay Gap report – Employment Panel 13 February 2018.

## 12 CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Commented &amp; returned</b>
Cllr Targowska	Principal Member for HR	27/02/18	
Alison Alexander	Managing Director	27/02/18	27/02/18
Russell O’Keefe	Executive Director	27/02/18	
Andy Jeffs	Executive Director	27/02/18	
Rob Stubbs	Section 151 Officer	27/02/18	

### REPORT HISTORY

<b>Decision type:</b> For information	<b>Urgency item?</b> No
Report Author: Karin Zussman-Ward, Lead HR Consultant	

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# Agenda Item 6

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

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# Agenda Item 7

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# Agenda Item 8

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# Agenda Item 9

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