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EMPLOYMENT AND MEMBER STANDARDS PANEL

will meet on

TUESDAY, 22ND JANUARY, 2019

At 6.30 pm

in the

ASCOT AND BRAY - TOWN HALL, MAIDENHEAD

TO: MEMBERS OF THE EMPLOYMENT AND MEMBER STANDARDS 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, DAVID HILTON, JACK RANKIN, JOHN STORY, EDWARD WILSON, SAMANTHA RAYNER, RICHARD KELLAWAY AND LYNNE JONES

Karen Shepherd, Service Lead - Governance - Issued: Monday, 14 January 2019

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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 minutes of the meeting held on 20 December 2018.	7 - 8
4.	<u>APPROVAL OF PAY POLICY STATEMENT 2019/20</u> To consider the above report	9 - 20
5.	<u>GENDER PAY GAP 2018</u> To consider the above report	21 - 46
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 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"	

PRIVATE MEETING

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| 7. | <u>MINUTES</u>

To consider the Part II minutes of the meeting held on 20 December 2018.

<i>(Not for publication by virtue of Paragraph 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i> | To Follow |
| 8. | <u>SCHOOL SUPPORT STAFF PAY AWARD 2019</u>

To consider the above report

<i>(Not for publication by virtue of Paragraph 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i> | 47 - 54 |
| 9. | <u>STAFFING EFFICIENCIES</u>

To consider the above report

<i>(Not for publication by virtue of Paragraph 1, 2, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i> | 55 - 64 |

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 AND MEMBER STANDARDS PANEL

THURSDAY, 20 DECEMBER 2018

PRESENT: Councillors Lisa Targowska (Chairman), Phillip Bicknell, Stuart Carroll, Dr Lilly Evans, MJ Saunders, Christine Bateson, Simon Dudley and Geoff Hill

Officers: Nikki Craig and Karen Shepherd

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Quick and Brimacombe.

DECLARATIONS OF INTEREST

Councillors Targowska, Dudley, Bicknell and Carroll confirmed that they had all sat on the interview panel that had put forward the recommendation to the Panel, however they intended to listen to the discussion before making a decision and therefore had open-minds.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 18 September 2018 be approved.

Councillor Hill requested to make a statement in the Part I section of the meeting. The request was denied by the Chairman, who stated Councillor Hill would have an opportunity to speak on the item in Part II.

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 6.30 pm, finished at 7.21 pm

CHAIRMAN.....

DATE.....

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Report Title:	Approval of Pay Policy Statement 2019/20
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	N/a
Meeting and Date:	Employment and Member Standards Panel - 22 January 2019
Responsible Officer(s):	Russell O’Keefe, Acting Managing Director and Nikki Craig, Head of HR and Corporate Projects
Wards affected:	None

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REPORT SUMMARY

1. This report deals with the approval of an updated Pay Policy Statement for 2019/20 as required by the Localism Act 2011. It recommends that Employment Panel approve the updated Statement and recommend its approval by Council on 26 February 2019. These recommendations are being made because the council is required to review, approve and publish a Pay Policy Statement by 31 March annually.
2. The Pay Policy Statement enables residents to understand the council’s pay policy for senior staff and how it relates to the salaries of the lowest paid. It provides transparency and enables residents to assess whether salaries paid represent value for money.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Employment and Member Standards Panel notes the report and:

- i) Approves the updated Pay Policy Statement for 2019/20 and recommends the statement to Council for approval on 26 February 2019.
- ii) Notes that further revisions will be required to the statement when the Government’s reforms to public sector exit pay arrangements are implemented.

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

- 2.1 The Localism Act 2011 requires the council to review its Pay Policy Statement annually and publish an updated statement for 2019/20 by 31 March 2019.
- 2.2 The Pay Policy Statement, attached as appendix A, has been updated to reflect:
 - Current structure for ‘Chief Officers’.
 - Revised arrangements for the Returning Officer.
 - Updating of the pay ratio between the Managing Director and the lowest paid employees, the median and average pay, which reflects the newly appointed Managing Directors salary.
 - Updating of employee numbers in section 11.

- 2.3 The pay ratio between the Managing Director’s salary and the lowest paid employee and the average salary has increased slightly. The ratio between the Managing Director’s salary and the median salary has increased from 4.28 last year to 5.3. This is the result of the appointment of a new Managing Director on a slightly higher salary and an increase of employees in posts with salaries under £35,000. The additional staff are employed mostly in Libraries and Resident Services and Planning, where successful recruitment campaigns have filled vacant posts previously covered by agency workers.
- 2.4 The Government is introducing regulations regarding the recovery of exit payments and limiting the total value of exit payments that will apply to organisations in the public sector. These were expected in the spring of 2018, but they have been delayed. At the time of writing, these regulations were still not finalised and therefore the Pay Policy Statement will need to be revised once the regulations are in place. At the time of writing there was no information available on the timescale for this.

OPTIONS

Table 1: Options arising from this report

Option	Comments
Approve the updated 2019/20 Pay Policy Statement.	In accordance with the Localism Act an updated version of the statement must be approved by full Council each year.
Recommended option.	
Reject the updated 2019/20 Pay Policy Statement.	Council has to approve an updated statement and publish it by 31 March 2019.

3 KEY IMPLICATIONS

3.1

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Approve and publish statement by 31 March 2019	> 31 March 2019.	By 31 March 2019.	By 17 March 2019.	By 1 March 2019.	31 March 2019.

4 FINANCIAL DETAILS / VALUE FOR MONEY

4.1 None.

5 LEGAL IMPLICATIONS

- 5.1 The amended Pay Policy Statement 2019/20 meets the requirements of the Localism Act 2011.

5.2 The Council was required by Sections 38-39 of the Localism Act 2011 to approve and publish its first pay policy statement by 31 March 2012 for the financial year 2012-13 and annually thereafter. Any changes during the year have to be approved by full Council. Failure to do so would be contrary to the council's statutory duty under the Localism Act and could result in a number of adverse steps against it including judicial review for failing to comply with statutory duties.

6 RISK MANAGEMENT

6.1

Table 3: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
Failure to approve and publish the revised Pay Policy Statement on the council website by 31 March 2019, results in contravention of the council's obligations under the Localism Act.	High.	Statement approved at Council 26 February 2019 and published by 31 March 2019.	Low.

7 POTENTIAL IMPACTS

7.1 The original EQIA was not reviewed as there are no significant changes to the updated statement.

7.2 There are no other impacts.

8 CONSULTATION

8.1 The updated statement contains minimal changes of factual information and therefore no consultation has been undertaken.

9 TIMETABLE FOR IMPLEMENTATION

9.1 The full implementation stages are set out in table 4.

Table 4: Implementation timetable

Date	Details
22 January 2019	Employment Panel approves statement.
26 February 2019	Full Council approves statement.
31 March 2019	Deadline for the updated statement to be published on the council's website.

10 APPENDICES

10.1 This report is supported by one appendix:

- Appendix A – Updated Pay Policy Statement 2019/20.

11 BACKGROUND DOCUMENTS

11.1 This report has no supporting background documents.

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Lisa Targowska	Lead Member for HR, Legal and IT	11/01/19	14/01/19
Russell O'Keefe	Acting Managing Director	10/01/19	10/01/19
Andy Jeffs	Executive Director	11/01/19	11/01/19
Rob Stubbs	Section 151 Officer	11/01/19	11/01/19
Kevin McDaniel	Director of Children's Services	11/01/19	11/01/19
Angela Morris	Director of Adult Services	11/01/19	11/01/19
Hilary Hall	Deputy Director of Commissioning and Strategy	11/01/19	11/01/19
Elaine Browne	Interim Head of Law and Governance	11/01/19	14/01/19
Nikki Craig	Head of HR and Corporate Projects	10/01/19	10/01/19
Louisa Dean	Communications	11/01/19	11/01/19

REPORT HISTORY

Decision type: Key decision Non-key decision	Urgency item? No
Report Author: Karin Zussman-Ward, Lead HR Consultant, 01628 796211	

Appendix A

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD Pay Policy Statement for the year 2019/20

1. INTRODUCTION

- 1.1 Under sections 38 to 43 of the Localism Act 2011, Local Authorities are required to prepare, approve by full Council (as a Part 1 item) and publish on their website, a pay policy statement by 31 March 2019, for the financial year 2019/20.
- 1.2 This statement must be reviewed, updated, approved by full Council and published by 31 March annually for the immediately following financial year.
- 1.3 The council may amend this statement during the financial year in which it is effective; however any change must be approved by full Council. Any amended statement will be published on the website within 10 working days of the Council meeting.
- 1.4 In drawing up this statement, the council has taken into account the guidance issued by the Department of Communities and Local Government and the advice supplied jointly by the Local Government Association and the Association of Local Authority Chief Executives (ALACE).
- 1.5 Links to external websites:
 - [CLG Guidance](#)
 - [CLG Supplementary Guidance](#)
- 1.6 This statement does not include employees based in the council's schools as this is outside the scope of the legislation.
- 1.7 This statement was approved by full Council on 26 February 2019.
- 1.8 The council fully endorses and supports the requirement to be open and honest about the reward packages of senior employees.

2. REMUNERATION OF CHIEF OFFICERS

- 2.1 Under the current structure of the council, the following posts are included in the definition of 'Chief Officer':
 - Managing Director
 - Executive Director (2)

- Director of Adult Services
- Director of Children’s Services*
- Director of Children’s Social Care*
* Seconded to Achieving for Children
- Deputy Director and Head of Finance (Section 151)
- Deputy Director of Strategy and Commissioning
- Strategic Director – Public Health **
** Hosted on behalf of all Berkshire authorities
- Head of Communities, Enforcement and Partnerships
- Head of HR and Corporate Projects
- Head of Information Technology Services
- Head of Planning
- Head of Revenue and Benefits

Salaries

- 2.2 The Managing Director is paid within a salary band of £122,400 to £149,083. Executive Directors and Directors are paid within a salary band of £97,869 to £134,997.
- 2.3 Deputy Directors are paid within a salary band of £86,700 to £102,816. Heads of Service are paid within a salary band of £66,912 to £93,460.
- 2.4 Appointments are made on a market benchmarked ‘spot salary’. Individual posts are market tested as and when required.

Other payments

- 2.5 The Head of Communities, Enforcement and Partnerships performs the role of the council’s Returning Officer, appointed for this role under the Representation of the People Act 1983. The Returning Officer is eligible for fees linked to duties undertaken for running national, European or local elections/referenda. These fees are determined by the number of electors registered in the borough/parliamentary constituency and are determined by a formula operated by the Government for determining fees to all Returning Officers across the country.
- 2.6 There are no other regular payments made to the post holders in the roles listed in section 2.1.

Instant Reward Scheme

- 2.7 An Instant Reward Scheme applies to all employees including Chief Officers.

Salary reviews

- 2.8 The annual pay review is undertaken by the council and any pay award is determined by the Employment and Member Standard Panel. The annual pay review date is 1 April.
- 2.9 With effect from 1 April 2018 all salaries were increased by 2 percent.

Expenses and benefits

- 2.10 The council has a comprehensive Expenses policy, which applies to all employees.
- 2.11 The council will pay for one annual membership of a professional body, where the membership/qualification is required for the post held.
- 2.12 All other benefits are available to all employees and identified in point 3.7.

Remuneration on appointment

- 2.13 In the event of a vacancy the market levels for the post, see 2.4, may be reassessed and any appointment would be made in accordance with the market comparability evidence.

Termination payments

- 2.14 RBWM does not treat the Managing Director, Executive Directors, Deputy Directors and Heads of Service differently to other council employees in relation to termination payments. See section 6.

Other terms and conditions

- 2.15 Since 1 March 2013 the terms and conditions for this group of employees have been wholly locally determined and set out in the council's Employee Handbook.
- 2.16 All employees receive 28 days annual leave plus 8 bank holidays each year.

Use of interim managers in senior roles

- 2.17 The council would not normally appoint a consultant to a permanent post, unless specific expertise was required.
- 2.18 There may be occasions when the council has a short term need for an interim senior manager, for example pending a permanent appointment or for maternity cover etc. In these cases the council may use a consultant appointed via their temporary worker agency or a direct consultancy agreement, both routes being in accordance with Contract Rules.
- 2.19 The council would consider appointing a senior manager via their agency or on a consultancy contract for a fixed period where they have been unable to recruit to the post. Such appointments would be in accordance with Contract Rules and regularly reviewed.

3. DEFINITION AND REMUNERATION OF THE LOWEST PAID EMPLOYEES

Definition of the council's lowest paid employees

- 3.1 The simplest definition to use is that of the lowest pay point that the council uses.

- 3.2 The reasons for adopting this definition is because it is recommended by the JNC for Chief Executives in their guidance to local authorities.

Salaries

- 3.3 The hourly rate of the lowest paid employee is £8.78, which equates to an annual salary of £16,954.
- 3.4 The council's lowest paid employees are above the national living wage rate of £8.21 per hour from April 2019.

Other payments

- 3.5 It is unlikely that this particular pay level would receive any additional payments. The council's pay and benefits policy sets out the policy on additional payments such as shift pay, stand by etc.

Salary review and increments

- 3.6 Since 2010, the annual pay review for this group of employees has been undertaken by the council and any pay award is determined by the Employment and Member Standards Panel. The pay review date is 1 April.

Benefits

- 3.7 The council offers a range of benefits to its employees:
- Advantage card – for those employees who are non-residents (residents automatically qualify)
 - Bike Lease Scheme via salary sacrifice
 - Buy and sell annual leave
 - Car Lease Scheme via salary sacrifice
 - Contributory pension scheme (employee contribution rates from 5.5% to 11.4% and the council's employer contribution rate of 14.3%)
 - AVC scheme via salary sacrifice
 - Employee Assistance Programme (EAP)
 - Employee Benefits Portal
 - Eye care vouchers for designated DSE users
 - Car parking at work
 - Physiotherapy – subject to criteria
 - Season ticket loan
 - Discounted rail travel to Maidenhead on Great Western routes.

4. RELATIONSHIP BETWEEN THE REMUNERATION OF CHIEF OFFICERS AND THE LOWEST PAID EMPLOYEES

- 4.1 The salary for the newly appointed Managing Director is £149,000, plus employer's pension contributions. [Director's salary information](#)
- 4.2 The remuneration of the lowest paid employee is £16,954, which represents solely basic salary as no other allowances are payable.

- 4.3 Using a remuneration figure for the Managing Director of £149,000 and a remuneration figure of £16,954 for the lowest paid employee, the pay multiple has increased slightly from last year.
- 4.4 The ratio between the highest paid employee, the Managing Director and the average pay including permanent allowances of all council employees is 1:4.5 and the median pay of all employees is 1:5.3.
- 4.5 The Hutton Review of Fair Pay in the public sector, published in March 2011, did not recommend a defined pay multiple, but instead recommended that the public sector should publish, track and explain their pay multiples over time. Table 1 shows the pay multiples since 2012.

Table 1: Pay multiples

Year	Pay multiples highest to lowest pay
2012/13	12
2013/14	11.3
2014/15	9.6
2015/16	9.6
2016/17	9.2
2017/18	9.46
2018/19	8.31
2019/20	8.79

- 4.6 The trend since 2012 has generally been a reduction of the pay multiple. This reflects a number of changes and reductions in the management structure. The increase this year is the result of the appointment of a new Managing Director.
- 4.7 The policy regarding the pay of senior employees aims to ensure that the council can recruit and retain the calibre of employee that is needed to deliver continuous improvement in service delivery. The council will use market comparability to determine pay levels to ensure that they are not over or underpaying for these key roles.

5. RE-EMPLOYMENT OF THOSE IN RECEIPT OF SEVERANCE PAY OR RETIREMENT PENSION

- 5.1 If an individual is in receipt of a severance payment or retirement pension from another local authority or the Royal Borough, that would not be taken into account in the decision as to whether or not to employ them.
- 5.2 Under Regulation 70 of the Local Government Pension Scheme (LGPS) (Administration) Regulations 2008, the Berkshire Pension Fund is required to determine its approach to the abatement of pensions in the event that the recipient re-enters Local Government employment. The Pension Fund Panel determined on 20 October 2003 (under the previous LGPS Regulation 109) that no abatement would be exercised for those returning to local government employment within the Berkshire fund area.

- 5.3 The Government is consulting on regulations regarding the recovery of public sector exit payments. Once the regulations are approved, then this section of the pay statement will be reviewed.

6. POLICIES ON REDUNDANCY AND PENSION ENTITLEMENT

Redundancy

- 6.1 The policy and procedure for redundancy, early retirements on the grounds of efficiency of the service and ill health defines how the council will approach redundancy including redundancy pay.
- 6.2 The council uses its discretionary powers to calculate redundancy pay using the individual's actual weekly salary.
- 6.3 The council does not enhance the number of statutory week's redundancy pay an individual is entitled to under the Employment Rights Act 1996.

Pension enhancement

- 6.4 The LGPS contains provision for employers to enhance pension payments. Employers are required to determine how they will use these discretionary provisions. The council has determined generally not to use its discretion to enhance pension payments by either additional years or additional pension, the council will however consider any application on its merits.
- 6.5 The Government is consulting on regulations regarding the reforms to public sector exit payments. Once the regulations are approved, then this section of the pay statement will be reviewed.

Early retirement or flexible retirement

- 6.6 In certain circumstances, eligible employees may request early retirement or flexible retirement. (Flexible retirement gives access to accrued pension, whilst allowing the scheme member to continue working). In both these cases, there must be sufficient financial or other benefit to the council for such retirements to be approved.

7. APPROVAL OF SALARY PACKAGES OVER £100,000

- 7.1 Under the terms of the Constitution the appointment of the Managing Director is approved by full Council following a recommendation by the Employment and Member Standards Panel.
- 7.2 For Directors and Heads of Service and for posts attracting a remuneration package exceeding £100,000, the terms of recruitment for and appointments of these posts will be made by the Employment and Member Standards Panel.
- 7.3 Arrangements for appointments are set out in Part 8 B of the [Constitution](#)

8. HOW DECISIONS ON PAY AND REWARD POLICIES ARE MADE

- 8.1 All of the pay and reward policies are approved by the council's Employment and Member Standards Panel.
- 8.2 All of the policies are reviewed regularly and updated to reflect legislation, best practice and organisational changes.

9. PUBLICATION AND ACCESS TO INFORMATION AND REMUNERATION OF CHIEF OFFICERS

- 9.1 In accordance with the Accounts and Audit (England) Regulations 2011 and the Code of Recommended Practice for Local Authorities on Data Transparency, the council publishes annually the remuneration of the Managing Director and Directors on its website. [Director's salary information](#)

10. OTHER RELEVANT COUNCIL DOCUMENTS

- Expenses policy
- Flexible retirement
- Instant Reward Scheme
- Pay & benefits policy
- Pension abatement policy
- Pension's discretion policy
- Redundancy and early retirements' policy.

11. NUMBER OF EMPLOYEES AND SALARY BANDS

- 11.1 This table shows the number of employees within specified pay bands:

Pay band* £	Number of staff*
> 16,000 <20,000	96
>20,000 <25,000	117
>25,000 <35,000	195
>35,000 <45,000	139
>45,000 <55,000	39
>55,000 <65,000	20
>65,000 <80,000	6
>80,000 <100,000	10
>100,000	6
Total	628

- * Excludes casual workers. Multiple job holders counted individually. All data based on Full Time Equivalent salary and permanent allowances only.

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Report Title:	Gender pay gap 2018
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Targowska, Lead Member for HR, Legal and IT
Meeting and Date:	Employment and Member Standards Panel 22 January 2019
Responsible Officers:	Russell O’Keefe, Acting Managing Director and Nikki Craig, Head of HR and Corporate Projects.
Wards affected:	None

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REPORT SUMMARY

1. The council is required to publish by 30 March annually a number of gender pay gap indicators reflecting a snapshot of employees in post on 31 March in the previous year. This report contains the data for 31 March 2018 to be published by 30 March 2019.
2. As a result of transferring of a number of services including children’s and adults to partner organisations, it is not possible to compare last year’s and this year’s results as the workforce profile has changed.
3. The commentary published last year has been updated. It shows that the council’s gender pay gap is significantly below the national gender pay gap.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That the Employment and Member Standards 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.

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

Background

- 2.1 Since April 2017, under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, public sector employers with 250 or more employees are required to publish statutory gender pay gap indicators every year.
- 2.2 The gender pay gap looks at the variation between the pay of men and women across all levels of the organisation. In the workplace men are still more likely to hold more senior positions than women, women tend to occupy front line roles, which are lower paid. Women also tend to work part time, which can be less compatible with more senior roles and in some cases, have taken a career break. The purpose of highlighting the gender pay gap is to encourage

society and employers to identify ways in which women can be encouraged to take on more senior roles.

- 2.3 The calculations are based on a snapshot as at 31 March 2018 and must be published by 30 March 2019 on the council's website and the Gov.uk website.
- 2.4 The data excludes schools, which must report in their own right if they have 250 or more employees. None of the council's schools meet this criteria.
- 2.5 The data that must be published is:
- Gender pay gap – mean and median
 - Gender performance payment gap – mean and median
 - Proportion of men and women receiving performance payments
 - Proportion of men and women in each quartile of the council's pay structure.
- 2.6 The indicators have been calculated in line with the definitions and criteria in the regulations, which allows comparisons between employers. Table 1 compares the council's 2018 gender pay gap with the national figures for all employees and those in the public sector.

Table 1: Comparison of gender pay gap percentages

Group	2018	
	% gap mean	% gap median
The council	7.58	9.16
National - all employees	17.1	17.9
Public administration - all employees	17.5	19

- 2.7 This shows that the council's gap remains significantly below the national figures not only for all employers but also the public sector.
- 2.8 Since the first snapshot date of 31 March 2017, the council has reduced the size of its workforce. On 31 March 2017 the workforce totalled 1300, of which 74% was female and 26% male. Since that time due to the transfer of employees to external and partner organisations the head count on 31 March 2018 was 630, with 65% female and 35% male. Therefore whilst it is not possible to carry out a meaningful year on year comparison due to these changes, the data for both years is detailed in Appendix A, table 1.
- 2.9 Table 2 compares the council with the other Berkshire councils for 2017. This will be updated once the 2018 data is available.

Table 2: Gender pay gap for Berkshire councils 2017

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

2.10 Appendix B contains a list of councils with their mean and median gender pay gap for 2017. The Royal Borough is mid table. This will also be updated when the 2018 data is available after 31 March 2019.

Performance payment gender pay gap

2.11 Table 3 shows the data for the performance payment gender pay gap. This reflects the payment of honoraria/instant reward payments given for one off exceptional pieces of work. Since reporting the 2017 data, we have reviewed what is included in the definition of a performance payment. We originally included lump sum payments paid as part of the pay reward scheme, however on reflection it was decided to exclude these this year. This is on the basis that where an individual is paid on the pay scale determines whether they receive their pay reward as a lump sum or if it is added to their salary. So for example two employees on the same pay scale, with the same rating could receive the payment in a different way. Both the actual and revised performance payment gap shows that the mean performance payment pay for women is higher than for men.

Table 3: Performance payment gender pay gap

Indicator	Percentage gap - actual payments 2018	Percentage gap - adjusted to FTE 2018
The mean performance payment gender pay gap	-12.45	-23.01
The median performance payment gender pay gap	0	0

Commentary

2.12 There is no requirement on employers to publish a commentary on their gender pay gap figures and very few have done so for their 2017 data.

2.13 Appendix C sets out the proposed commentary to be published with the council’s gender pay gap data. In the context of the national figures and other local authorities, the council’s gender pay gap is not a significant concern. However, given that women continue to make up 65 percent of the council’s workforce, the aim should be to reduce the gap.

2.14 Last year the council committed to a number of actions:

Review the pay profile within the pay grades and dip sample to identify any pay inequalities.

2.15 A truer indicator of pay inequality in an organisation is the differential between women and men’s pay within the same grade. Therefore using current data as at July 2018 a review of the current gender pay profile by grade was undertaken for all employees.

2.16 The results, set out in Appendix D, show a positive outcome, in that for eight out of 13 grades, women are paid slightly more than men. For grades 10 and 13, although men are paid more than women, analysis of the gender profile identified that generally women have fewer years’ service with the council, less continuous service and are younger. This might indicate that women are

achieving more senior roles with less experience and at an earlier stage in their careers.

Undertake unconscious bias training for managers to raise awareness of gender and other bias issues.

2.17 Unconscious bias training has been added to the e Learning suite of training courses for managers.

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.

2.18 We have promoted the council's family friendly policies via the Borough Bulletin and screensavers (May 2018). At this time no further action is required.

Women and particularly those working part time, will be encouraged to participate in the 2018/19 management development programme.

2.19 In 2018/19 as a result of organisational changes and a focus on mandatory and statutory training, two management development initiatives are now being developed – a middle managers forum and management Apprenticeships. Whilst these will be actively promoted to all staff, full and part time females will be additionally targeted.

Table 4: Options

Option	Comments
Employment Panel approves the report and the commentary.	
This is the recommended option	
The Employment Panel does not approve the report and the action plan.	The council must publish its gender pay gap data by 30 March 2019.

3. KEY IMPLICATIONS

3.1

Table 5: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Gender pay gap information published by 30 March 2019 on the gov.uk website and council's own website	> 30 March 2019	30 March 2019	1 March 2019	1 February 2019	30 March 2019

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no financial implications.

5. LEGAL IMPLICATIONS

- 5.1 The regulations require the council to publish by 30 March annually. Initially there were no financial penalties for non-publication and no enforcement mechanism or any sanctions for non-compliance with the duty, but the explanatory note to the regulations states that failure to comply with the duty will constitute an "unlawful act" within the meaning of s.34 of the Equality Act 2006, which empowers the Equality and Human Rights Commission (EHRC) to take enforcement action. However in December 2017 the EHRC launched a consultation on an enforcement policy, which includes the potential for unlimited fines for non-compliance.
- 5.2 The EHRC has stated that initially it will focus its resources on those employers that have not published their data, followed by those where data is inaccurate.

6. RISK MANAGEMENT

Table 6: 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 EQIA was done.

8. CONSULTATION

- 8.1 None.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The full implementation stages are set out in table 6.

Table 7: Implementation timetable

Date	Details
By 30 March 2019	Data published on the council's website
By 30 March 2019	Data published on the gov.uk website

10. APPENDICES

10.1 This report is supported by the following appendices:

- Appendix A – 2017 and 2018 gender pay gap results.
- Appendix B – list of councils gender pay gap results.
- Appendix C – commentary on the council's gender pay gap.
- Appendix D - gender pay gap by grade.

11. BACKGROUND DOCUMENTS

11.1 There are no background documents to support this report.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Targowska	Lead Member for HR, Legal and IT	11/01/19	11/01/19
Russell O'Keefe	Acting Managing Director	09/01/19	09/01/19
Rob Stubbs	Section 151 Officer	09/01/19	09/01/19
Andy Jeffs	Executive Director	09/01/19	09/01/19
Kevin McDaniel	Director of Children's Services	09/01/19	09/01/19
Angela Morris	Director of Adult Social Services	09/01/19	09/01/19
Hilary Hall	Deputy Director of Commissioning and Strategy	09/01/19	09/01/19
Elaine Browne	Interim Head of Law and Governance	09/01/19	09/01/19
Nikki Craig	Head of HR and Corporate Projects	09/01/19	09/01/19
Louisa Dean	Communications	09/01/19	09/01/19

REPORT HISTORY

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

Appendix A

Mean and median gender pay gaps compared to the national and public sector figures from the ONS Annual Earnings and Hours Survey				
Table 1				
Group	% gap mean 2017	% gap median 2017	% gap mean 2018	% gap median 2018
The council	7.1	10.2	7.58	9.06
National - all employees	17.2	18.4	17.1	17.9
Public administration - all employees	17.7	19.3	17.5	19

Mean and median gender pay gap for performance payments (Honoraria/Instant Rewards)				
Table 2				
Indicator	Percentage gap - actual payments 2017	Percentage gap - adjusted to fte 2017	Percentage gap actual payments 2018	Percentage gap adjusted to fte 2018
The mean performance payment gender pay gap	8.10	-4.30	-12.45	-23.01
The median performance payment gender pay gap	17.30	0	0	0

Proportion of men and women receiving a performance payment				
Table 3				
Indicator	Female 2017	Male 2017	Female 2018	Male 2018
The proportion of males and females receiving a performance payment	39.40%	40.40%	5.79%	9.39%

Indicator	Quartile	Female 2017	Male 2017	Female 2018	Male 2018
The proportion of males and females in each quartile pay band	Upper	63.80%	36.20%	60.14%	39.86%
	Upper middle	69.40%	30.60%	60.14%	39.86%
	Lower middle	71%	29%	68.24%	31.76%
	Lower	71.60%	28.40%	67.79%	32.21%

Appendix B: Councils - mean and median gender pay gap 2017

To be updated once 2018 data available

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

Ref no.	Type of council	Council	% gap mean	% gap median
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
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

Ref no.	Type of council	Council	% gap mean	% gap median
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
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

Ref no.	Type of council	Council	% gap mean	% gap median
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
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

Ref no.	Type of council	Council	% gap mean	% gap median
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
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

Ref no.	Type of council	Council	% gap mean	% gap median
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
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

Ref no.	Type of council	Council	% gap mean	% gap median
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 C

**Royal Borough Windsor & Maidenhead
Gender pay gap**

March 2019

“Building a borough for everyone – where residents and businesses grow, with opportunities for all”

Our vision is underpinned by six priorities:

Healthy, skilled and independent residents

Growing economy, affordable housing

Safe and vibrant communities

Attractive and well-connected borough

An excellent customer experience

Well-managed resources delivering value for money

CONTENTS

- 1 Introduction
- 2 Gender pay gap Indictors
- 3 Action to reduce the gender pay gap

Frequently used acronyms

FTE Full time equivalent

1 INTRODUCTION

- 1.1 Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, public sector employers with 250 or more employees are required to publish statutory gender pay gap indicators every year. This is the second year of publication and the data is a snap shot of the workforce as at 31 March 2018 and must be published by 30 March 2019. The data will be updated annually.
- 1.2 For the council this excludes schools, who are required to publish their own data where their workforce exceeds 250. None of the council's schools meet this requirement.
- 1.3 The gender pay gap is not about equal pay for men and women. The council pays men and women on the same grade based on their job role being assessed as being of equal value. We do this via a job evaluation scheme. The gender pay gap compares the hourly pay of all men and all women in the council.
- 1.4 Reasons for the size of the gap vary between organisations, but generally they can be accounted for on the basis that:
 - Men tend to hold more senior positions.
 - Women tend to work part time and part time work tends to be more prevalent at lower levels in organisations.
 - Women tend to take career breaks, which can impact on their progression or later career choices.
 - More women tend to use salary sacrifice schemes for child care benefits.
 - Local authorities have a wide range of services and professions, however many of the lower paid functions tend to be dominated by women e.g. administration, care, customer services etc.
- 1.5 In calculating the council's gender pay gap data, we have applied the definitions and criteria set out in the regulations.
- 1.6 Since the production of the 2017 data, the council's workforce has changed significantly. The children's services and adult services workforce have been transferred to partner organisations, as well as some Highways functions and parking operations, resulting a halving of the directly employed workforce and changing the workforce gender profile. In 2017 the workforce profile was 74% female, and in 2018 this had reduced to 65%. Therefore any change to the results from 2017 to 2018 are most likely attributable to the changes in the workforce.

2 GENDER PAY GAP INDICATORS

- 2.1 RBWM is required to publish the following information:
 - Median gender pay gap
 - Mean gender pay gap

- Median performance pay gap
- Mean performance pay gap
- Proportion of males and females receiving a performance payment
- Proportion of males and females in each pay quartile.

2.2 To help understand the indicators, they are described below in Table 1.

Table 1: Indicators

Indicator	Description
Median gender 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.
Mean gender 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 performance pay gap	This is the difference between the middle value of performance payment for men (when ordered from lowest to highest) and the middle value for women, expressed as a percentage of the median performance payment for men.
Mean performance pay gap	This is the difference between the average performance payment for men and the average for women, expressed as a percentage of the average performance payment for men.
Proportion of males and females receiving a performance payment	This is the percentage of men and the percentage of women who received a performance payment.
Proportion of males and females in each pay quartile	This is the percentage of men and women in each quartile (25%) of the pay structure. This is calculated by listing all the individual hourly rates, lowest to highest and dividing them into 4 equal groups called: upper, upper middle, lower middle and lower.

2.3 The council's mean and median gender pay gaps are shown in Table 2 and compared to the national and public sector figures from the ONS 2018 Annual Earnings and Hours Survey.

Table 2: RBWM mean and median gender pay gap compared to the national

Group	% gap mean 2018	% gap median 2018
The council	7.58	9.06
National - all employees	17.1	17.9
Public administration - all employees	17.5	19

2.4 This shows that the gender pay gaps at the council remains significantly below the national and public sector pay gaps.

2.5 Comparing the council with others in Berkshire

Table 3: Gender pay gap for Berkshire councils 2017

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

The data for 2018 will not be available until after 31 March 2019.

2.6 The gender pay gap for performance payments are shown in Table 4 and Table 5 shows the proportion of men and women receiving performance payments. This reflects a one off honorarium/instant reward payment for an exceptional piece of work. The calculation is based on actual payments, which means that they are affected by part time workers, who are mostly women. Therefore, the figures have also been adjusted to reflect full time equivalent (FTE) payments.

Table 4: Performance gender pay gap

Indicator	Percentage gap - actual payments 2018	Percentage gap - adjusted to FTE 2018
The mean performance gender pay gap	-12.45	-23.01
The median performance gender pay gap	0	0

Table 5: Proportion of men and women receiving a performance payment

Indicator	Female 2018	Male 2018
The proportion of males and females receiving a performance payment	5.79 %	9.39 %

Table 6 sets out the proportion of men and women in each pay quartile.

Table 6: Pay quartiles

Indicator	Quartile	Female 2018	Male 2018
The proportion of males and females in each quartile pay band	Upper	60.14	39.86
	Upper middle	60.14	39.86
	Lower middle	68.24	31.76
	Lower	67.79	32.21

2.7 The explanations for the gender pay gaps at the council are broadly in line with the general reasons that apply to many organisations:

- Women are more prevalent within the lower paid roles.
- 35 percent of the workforce is part time and of those 82 percent are women.
- Women have on average one year's less service with the council.

3 ACTION TO REDUCE THE GENDER PAY GAP

3.1 The council already has in place policies that encourage women to join and remain with the council:

- Wide range of flexible working patterns including term time only.
- Family friendly benefits such as buying additional leave.

3.2 The council's current gender pay gap is less than half that of the national figure, there is more that could be done to improve the opportunities for women at the council. In the first commentary published last year, the council said it would:

- 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.

3.3 We have:

- Reviewed the gender pay gap within pay grades, which may be considered a truer indicator of the difference in pay between men and women.
- This identified that for eight out of 13 grades, women are paid slightly more than men. Where there are pay gaps in favour of men four out of five are below the overall gender pay gap for the council.
- In looking at the pay gap for each grade, we have identified that women at the more senior grades have on average less service and are on average younger than men. This would account for the generally small differences in pay. And is a positive message as it suggests that women are obtaining more senior roles at a younger age and with fewer years' experience.
- We have provided unconscious bias training via our eLearning platform.
- We have promoted throughout the year the council's family friendly policies, 35 % of our workforce work part time and many others work other forms of flexible working. Our staff are regularly reminded about our flexible working policies.
- Due to significant changes in the organisation and a review of training provision, the management development programme for 2018/19 was deferred.

3.4 We will continue to

- Monitor gender pay by grade.
- Promote unconscious bias training.
- Promote family friendly policies.
- Promote the developed management development programme.

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Appendix D

Grade	Max salary	Mean % GPG	Median % GPG	% female	% male	Comments	Possible explanation
Grade 1	£17,938	-1.6	0.0	50.0	50.0	Women paid slightly more than men	
Grade 2	£19,524	-0.6	0.0	63.0	37.0	Women paid slightly more than men	
Grade 3	£22,045	-0.3	-2.5	65.3	34.7	Women paid slightly more than men	
Grade 4	£24,507	0.2	0.9	80.9	19.1	Men paid slightly more than women	
Grade 5	£27,967	-0.2	-0.9	70.1	29.9	Women paid slightly more than men	
Grade 6	£32,050	-2.8	-7.3	55.0	45.0	Women paid slightly more than men	
Grade 7	£36,250	-2.8	-2.6	64.6	35.4	Women paid slightly more than men	
Grade 8	£42,204	-0.4	-0.1	65.9	34.1	Women paid slightly more than men	
Grade 9	£46,275	2.2	1.5	27.3	72.7	Men paid slightly more than women	At this grade, men have slightly more average length of service with the council 16.81 years, than women who have 16.67 years. And for continuous service men have 20.38, as opposed to women who have 19.5 years. The average age for women in this group is 44.17 and for men 49.94.
Grade 10	£50,775	5.2	5.1	70.6	29.4	Men paid more than women	At this grade, men have significantly more average service with the council 13.2 years, than women who have just 7.67 years. And for continuous service men have 19.8, as opposed to women who have 10.25 years. The average age for women in this group is 43.33 and for men is 46.8.
Grade 11	£57,034	2.7	2.0	52.6	47.4	Men paid slightly more than women	At this grade men have significantly more average service with the council 14.22 years, than women who have 6.8 years. And for continuous service men have slightly more service at 18.33 years as opposed to women with 16.3. The average age for women in this group is 47.7 and for men 50.67.
Grade 12	£63,978	9.1	9.2	71.4	28.6	Men paid more than women, higher than organisational GPG	At this grade men have significantly more average service with the council 22 years, than women who have 7 years. And for continuous service men have significantly more service at 22 years as opposed to women with 8.8 years. The average age for women in this group is 45.2 years, and for men 41 years. There are only two men in this small group of seven and they are both long serving.
Grade 13	£76,210	-3.0	-3.0	50.0	50.0	Women paid slightly more than men	
SMT/CLT	£149,000	2.3	11.2	53.3	46.7	Men paid slightly more than women	For this group, men have significantly more average service with the council 13.14 years, as opposed to women with 2.88. And for continuous service men have significantly more service at 18.71 years, as opposed to women with 13.25 years. The average age of women in this group is 49.25, whilst for men it is 54.57.

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

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Agenda Item 9

By virtue of paragraph(s) 1, 2, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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