

Thurrock - An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future

General Services Committee

The meeting will be held at **7.00 pm** on **8 October 2018**

Committee Room 1, Civic Offices, New Road, Grays, Essex, RM17 6SL

Membership:

Councillors Robert Gledhill (Chair), Oliver Gerrish (Vice-Chair), Mark Coxshall, Jack Duffin, Shane Hebb, Gerard Rice and Luke Spillman

Substitutes:

Councillors Tim Aker, Martin Kerin and Bukky Okunade

Agenda

Open to Public and Press

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1. Apologies for Absence	
2. Minutes	5 - 8
To approve as a correct record the minutes of General Services Committee meeting held on 7 March 2018.	
3. Items of Urgent Business	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
4. Declarations of Interests	
5. Chief Executive Performance Appraisal	9 - 22
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Exclusion of the Public and Press

Members are asked to consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part I of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, Members are asked to decide whether, in all the circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

(a) Pay Review Project - Members Proposal Appendix 2

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Information for members of the public and councillors

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

When should you declare an interest at a meeting?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

What is a Non-Pecuniary interest? – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- **Not participate or participate further in any discussion of the matter at a meeting;**
- **Not participate in any vote or further vote taken at the meeting; and**
- **leave the room while the item is being considered/voted upon**

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature



You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

Our Vision and Priorities for Thurrock

An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future.

1. **People** – a borough where people of all ages are proud to work and play, live and stay
 - High quality, consistent and accessible public services which are right first time
 - Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
 - Communities are empowered to make choices and be safer and stronger together
2. **Place** – a heritage-rich borough which is ambitious for its future
 - Roads, houses and public spaces that connect people and places
 - Clean environments that everyone has reason to take pride in
 - Fewer public buildings with better services
3. **Prosperity** – a borough which enables everyone to achieve their aspirations
 - Attractive opportunities for businesses and investors to enhance the local economy
 - Vocational and academic education, skills and job opportunities for all
 - Commercial, entrepreneurial and connected public services

Minutes of the Meeting of the General Services Committee held on 7 March 2018 at 7.00 pm

Present: Councillors Robert Gledhill, Shane Hebb, Oliver Gerrish and Roy Jones

Apologies: Councillors Mark Coxshall, Gerard Rice and Graham Snell

In attendance: Lyn Carpenter, Chief Executive
Jackie Hinchliffe, Director of HR, OD & Transformation

Before the start of the Meeting, all present were advised that the meeting may be filmed and was being recorded, with the audio recording to be made available on the Council's website.

16. Minutes

The minutes of the General Services Committee held on 15 November 2017 were agreed as a correct record.

17. Items of Urgent Business

There were no items of urgent business.

18. Declarations of Interests

There were no declarations of interest.

19. Chief Executive Performance Appraisal

The Director of HR, OD and Transformation introduced the report and stated that Councillor Hebb had been in contact prior to the meeting offering feedback that the Chief Executive's objectives should be linked to the strategic vision and priorities of the Council in future documents. The Director highlighted that all internal and external feedback regarding the Chief Executive's performance was included in the agenda.

Councillor Hebb felt that performance had been good and noted that Thurrock was a challenging council in terms of its politics and although he did not believe in giving scores such as 'exceeding performance', he could not but agree to such a score for Objective 1. Councillor Hebb felt the chief Executive had built a good team around her and this set the Council in good stead for future challenges.

Councillor Gledhill highlighted the setting of a four year medium term financial strategy as a great achievement for the Chief Executive. He felt the Council was engaging better through social media and projects, such as the Open Reach Projects, were being progressed over shorter time frames which was a very positive outcome. For the future he felt the Council needed to deal more robustly with the press to help inform them of all aspects and facts relating to the work of the council and any news stories that may come from the Council's work.

The Committee noted the internal and external feedback and recognised that there were examples where the Chief Executive involved herself in the grass roots of the organisation, notably on decisions relating to the categorisation of mental health in return to work forms.

A brief discussion was had on the nature of the feedback and the committee was assured they received all comments and these were not edited before they came to committee. Likewise, the areas of work from which feedback was sought was not cherry picked to show the Chief Executive's performance in a good light but, in fact, was impartial and represented the key areas of her work regardless of the quality of performance.

Councillor Jones registered his thanks to the Chief Executive for her good work and felt going forward he would like to see the continuation of the Comprehensive Spending Review meetings. The expansion of Thurrock Regeneration Limited and an aspirational investment programme.

Councillor Gerrish requested the addition of some issues within the objectives for the 2018-19 year. He felt place shaping was an important aspect to highlight and that the Council should drive improvements for communities even when those improvements might be outside the remit or powers of the council itself. The Chief Executive recognised this community leadership role and agreed for this to be confirmed in the objectives.

Councillor Gerrish also felt good labour relations and a commitment to no strike action was also a worthy addition for next year. Other Members expressed their concern that the power to stop strikes were not entirely within the powers of the Chief Executive. The Council did have Investors in People awards as well as a staff survey due next year. It was therefore felt that good labour relations could be highlighted in the objectives through these initiatives. The Chief Executive highlighted that the Corporate Workforce Group already empowered junior staff to shape their work environment with the Chief Executive's full backing.

Councillor Hebb in response to the labour relations issue felt it would be good to add wording into the objectives to demonstrate workforce buy-in during change and transformation.

The Committee agreed the appraisal and plan as presented.

The Chief Executive closed the debate by stating that there had been a lot of progress in the Council and that it was a team effort and the good performance of the council had attracted staff to work here. The Chief Executive confirmed she worked for all forty nine councillors and that there was more to do in Thurrock. The focus for the future was to start investing in the borough and making a positive impact on residents' lives.

RESOLVED: That:

- 1. The Year End Appraisal review of the Chief Executive is noted and the final wording and ratings are confirmed.**
- 2. The Committee agrees the 2018-19 Objectives with those additions discussed above being incorporated appropriately.**

The meeting finished at 7.45 pm

Approved as a true and correct record

CHAIR

DATE

Any queries regarding these Minutes, please contact
Democratic Services at Direct.Democracy@thurrock.gov.uk

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8 October 2018		ITEM: 5
General Services Committee		
Chief Executive Performance Appraisal		
Wards and communities affected: All		Key Decision: No
Report of: Jackie Hinchliffe, Director of HR, OD and Transformation		
Accountable Assistant Director: N/A		
Accountable Director: Jackie Hinchliffe, Director of HR, OD & Transformation		
This report is: Public		

EXECUTIVE SUMMARY

Under Thurrock Council's constitution (Chapter 5, Part 5) the General Services Committee is responsible for the performance appraisal of the Chief Executive in line with the performance appraisal procedure.

1. RECOMMENDATIONS:

- 1.1 Members are asked to note the Mid-Year appraisal review of the Chief Executive.**

2. INTRODUCTION AND BACKGROUND:

- 2.1** This report is being presented to General Services Committee to consider and agree the mid-year appraisal of the Chief Executive.
- 2.2** The 2018/19 objectives for the Chief Executive were agreed by General Services Committee on 7 March 2018. The objectives cover:
- Financial Management and self-sustainability
 - Working with Members of all parties
 - Working with partners and stakeholders to maximise the outcomes for the borough
 - Effectively leading the organisation and managing the senior team
 - Driving the council's Placemaking agenda

3. CURRENT POSITION

3.1 The Chief Executive has completed the appraisal document (Appendix 1) setting out:

- Assessed performance over the past six month
- Additional comments

Strong performance is demonstrated across all objectives: the Council has delivered a four year balanced budget through an effective investment strategy which is driving forward the potential for financial self-sustainability; the staff survey has been completed, initial analysis has shown a positive response with improvements in core priorities; developing relationships internally and externally is enhancing the reputation of the borough and supporting the placemaking ambitions as is the work with ASELA; the revised Leadership & Management programme has been launched, designed to embed the values and characteristics of a modern council.

The Chief Executive acknowledges the progress made against the key objectives but recognises there is more to deliver over the next 6 months and is committed to doing so.

4. CONSULTATION (including Overview and Scrutiny, if applicable)

4.1 In accordance with the Performance Appraisal Procedure, consultation with representatives from Leadership Group and external stakeholders will be conducted as part of the end of year appraisal.

5. IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT

5.1 The objectives and performance of the Chief Executive impacts on the whole organisation and the borough.

6. IMPLICATIONS

6.1 Financial

Implications verified by: **Sean Clark**
Director of Finance and ICT

There are no direct financial implications arising from this report.

6.2 Legal

Implications verified by: **David Lawson**
Assistant Director of Law and Governance

There are no direct legal implications arising from this report.

6.3 **Diversity and Equality**

Implications verified by: **Natalie Warren**
Community Development and Equalities
Manager

There are no direct Diversity and Equality issues arising from this report.

6.4 **Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental**

None

7. **CONCLUSION**

- 7.1 The performance management of the Chief Executive is a formal function of General Services Committee.

BACKGROUND PAPERS USED IN PREPARING THIS REPORT:

- Chief Executive – Performance Appraisal Procedure

APPENDICES TO THIS REPORT:

- Appendix 1 – Mid Year Performance Appraisal of the Chief Executive

Report Author Contact Details:

Jackie Hinchliffe
Director HR, OD & Transformation

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Performance Appraisal for Lyn Carpenter, Chief Executive

Objectives and Performance for April 2018 – March 2019

Objectives (SMART = Specific, Measurable, Achievable, Relevant, & Time-bound)	Performance	Rating 1-4 (see below)
<div style="display: flex;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin-right: 10px;">Page 13</div> <div> <p>1. Deliver the Council a balanced budget outturn in 2018/19; review the 5 year MTFS projections aiming to achieve financial self-sustainability over the medium term to 2023/24 with an appropriate investment portfolio of opportunities. Continue to deliver the Transformation Programme approach to support improved service delivery as well as financial self-sustainability.</p> <ul style="list-style-type: none"> Review, evaluate and propose as appropriate any national or local opportunities for Thurrock which includes looking at future business rate retention proposals. Continue to drive a commercial culture throughout service delivery where appropriate aiming to ensure all income generating discretionary service areas require zero subsidies by 2020/21. To include clarity around net contributions from these service areas and plans to improve commercial performance. Continue to work through the Council Spending Review process to bring forward sustainable and deliverable budget proposals for 2019/20, all to be considered through the relevant O and S, Cabinet and Council meetings. Bring forward a detailed and comprehensive Capital Programme linked to the council's key objectives and financial self-sustainability ambitions. </div> </div>	<ul style="list-style-type: none"> Work completed on options for a BR pilot for 19/20 which includes ASELA due to MHCLG feedback. Other ASELA authorities remain committed to Essex therefore at this stage we will not join. Good progress has been made in reducing subsidies for discretionary services. The Commercial Board review the external income position monthly and the level of net contribution within these services. Progress has been made through the MTFS process to being a number of services to a self-financing position with business plans developed – including Registrars, Nurseries, Grangewaters and the Theatre. CSR in place, new proposal on investment tabled in August which improves 5 year MTFS further (balanced). All budget proposals for 2019/20 will go through CSR, O and S, Cabinet and on to Council in February 2019. Work is progressing on further investment opportunities to seek to balanced budget for up to 10 years. Capital programme for 19/20 being developed, to be presented at CSR in November tbc. Includes work on Civic Offices and wider 	

	regeneration of Grays (including underpass, Thameside).	
<p>2. To build on the effective working relationships established over the last 2 years with key partners and stakeholders locally, regionally and nationally, continuing to build the Thurrock 'brand' and to ensure the borough benefits from all opportunities to support the Place agenda, delivering for local residents and businesses.</p> <ul style="list-style-type: none"> • Undertake a 'light touch' Peer Review to check and challenge progress following the last Full Review in February 2016, focusing on relationships and partnerships, to include a review of the recommendations from the Finance Peer Review in 2017. • Continue the programme of school visits throughout 2018/19. • Review the success and outcomes from MIPIM in March 2018, planning a 3 year programme for 2019, 2020 and 2021 linked to the Place agenda and economic growth ambitions. • As Lead Chief Executive for the development of the 'Proposition' within the SE2050 programme of collaboration, ensure the preparation and submission of the 'propositions' in 2018 and that it addresses the interests of Thurrock and its partners. • Work to establish strong links with government civil servants and relevant departments and ensure regular meetings/discussions and updates with and to MP's. • As East of England Chief Executive Forum Lead for Health, continue to liaise with key health partners within the region and lead on the Better Care Fund negotiations and implementations. 	<ul style="list-style-type: none"> • Light Touch Peer Review with LGA undertaken 27/28 September with focus on five key areas: <ul style="list-style-type: none"> ○ Understanding of the local place and priority setting ○ Leadership of Place and our growth plans ○ Organisational leadership and governance ○ Financial planning and viability ○ Capacity to deliver • Programme of school visits continuing, also two visit to Head Teacher Forum per year. • Thurrock Council hosted a networking breakfast on Wednesday 14 March at MIPIM in Cannes. 55 contacts were made from 34 companies while at MIPIM. Senior officers have had a number of follow-up meetings with those looking to invest in Thurrock. This was followed up with a Thurrock Brand day in September, with over 65 new attendees. Attendance at MIPIM in March 2018 generated benefits to the council, including plans for Planning Performance Agreements with one developer potentially worth £600,000 in income to the Council. • A draft Place Narrative for South Essex led by CEX was presented to Leaders in September 2018 with an engagement strategy to 'test' narrative with Businesses, Residents and Other Key stakeholders over the late autumn/winter. • Requested to chair the Thames Estuary commission report launch here in Thurrock. In addition, I have been asked to be a Key Note Speaker at the Thames Estuary Growth Day in 	

	<p>October. This raises Thurrock's profile and generates interest in borough.</p> <ul style="list-style-type: none"> • Hosting key civil servants Simon Ridley and Melanie Dawes, raising Thurrock's profile, creating awareness of our ambition and vision and building relationships, buy in and support. • I continue to represent the East of England Chief Executive Forum as Health Lead. Thurrock's BCF is now in excess of £40m of funding from CCG and Council (Adult Social Care) budgets (60% Council and 40% CCG) – represents the totality of our budget for older people. The BCF has assisted Thurrock to counter some of the key challenges faced by health and care: <ul style="list-style-type: none"> ○ increase capacity in the health and care system – e.g. our Delayed Transfers of Care are the lowest in the region and we perform extremely well nationally. ○ Help stabilise the care market – e.g. we have been able to invest in our domiciliary care market and in alternatives to current domiciliary care provision. ○ Increase our focus on prevention and early intervention – e.g. schemes that enable early identification and management of long term conditions, investment in integrated teams and approaches designed to keep people out of hospital. 	
<p>3. Lead on the delivery of the borough's Placemaking agenda including:</p> <ul style="list-style-type: none"> • Ensure that all three parts of Phase 1 of Purfleet Regeneration programme are received by planning. To include a full viability assessment in light of the 	<ul style="list-style-type: none"> • The outline and first detailed planning applications for Purfleet Centre Regeneration have been submitted by PCRL – it is yet to be determined whether additional applications for Phase 1 are required. Officers in Planning are 	

council's significant contributions.

- Build on the 'Planning for Real' public consultation to inform the delivery of the Local Plan as well as to shape other programmes and policies such as ASB, community facility delivery.
- Reshape TRL including reviewing governance and council capacity to delivery in light of the new target to deliver 1000 homes over 5 years.
- Continue to work with the LTC Taskforce to mitigate as far as possible the impact of the route through the borough, maximising any opportunity to improve or enhance existing infrastructure in and around the borough.

working with colleagues in Regeneration and PCRL to ensure that the Planning Committee can consider them at the earliest opportunity. Site works, including initial surveys, have been undertaken and community engagement on the scheme continues.

- The 'Your Place, Your Voice' community planning events were devised in response to comments from residents who felt overwhelmed by the technical nature of planning consultations. The community planning events were run on a drop in basis giving local communities the opportunity to feed into the Local Plan as well as other Council documents and strategies by participating in a range of informal and highly interactive consultation activities. In total, 17 community planning events in 14 areas were conducted. Feedback from these events is being actively applied to policy going forward.
- Options for the governance and capacity arrangements of TRL are being considered and consulted on, based on research into how other similar companies are constituted. Work on developing a pipeline of potential sites is ongoing and will be subject to viability assessments and planning permission.
- While the Council continues to oppose any new crossing in Thurrock, work continues to ensure the impact felt by residents is mitigated as far as possible should it go ahead. The LTC Task Force meetings have focussed on thematic areas including visual impact and health impact.

<p>4. To ensure that elected members across the council receive the highest quality advice on strategic and policy issues as well as managing the interface between the role of elected members and the executive role of officers to ensure consistent, continual delivery. To prioritise the support of all members across the council to enable them to successfully carry out their role. Continuing to inspire their confidence and promoting positive working relationships across political boundaries to ensure the best outcomes for Thurrock residents and businesses. To work closely with the Borough's MP's ensuring regular communication and discussion.</p> <ul style="list-style-type: none"> • Redesign the Member Programme of Development and Training Programme, with a particular focus on newly elected councillors. • Continue to deliver cross-party collaboration such as Governance Group, CSR, Group Leader meetings with Highways England for example. 	<ul style="list-style-type: none"> • The Member Induction and Training Programme for 2018 was redesigned to ensure that all training was brought forward before recess to ensure that new members were given the required tools and knowledge ahead the start of September committees. The 2019 programme is currently being reviewed following feedback received from elected members who attended in 2018 to prepare for 2019. The 2019 programme will undergo redesign to look at options for web based training, specific directorate training to broaden understanding on key projects i.e. the local plan and MTFS as well as looking at options for more practical innovate training to assist elected members with their face to face contact with constituents. • Regular meetings of Governance Group (monthly), CSR (monthly), Local Plan with Group Leaders/Deputy Leaders (as required) all in calendar and being delivered. 	
<p>5. Prioritise the further development of the leadership model across the whole council, recognising that excellent leaders are at all levels of seniority within the team. Review the Values and Behaviours in line with the newly agreed Council Vision and Priorities ensuring that they drive the appropriate culture which puts residents and businesses at the centre of everything we do as an organisation, aiming to 'get it right first time every time.'</p> <ul style="list-style-type: none"> • Ensure the delivery of the new Leadership & Management Programme. • Deliver the Staff Survey, aiming for 80% response and ensuring feedback is again actioned, leading to 	<ul style="list-style-type: none"> • Customer Services Skills Training Programme 'Right First Time' – this has been adapted to meet the needs of teams across the organisation. • Leadership and management development programme has been created to provide challenge and ensure the council has the required leadership capacity it needs. • Building confident people managers – we created a focused programme of sessions to build manager confidence across key areas to enhance people management practice; 	

Page 1 of 1 Personal Development Plan	increasing staff satisfaction with Thurrock as an employer. <ul style="list-style-type: none"> Continue to work hard in ensuring my visibility, accessibility and approachability across all staff groups both in the civic offices and in remote working locations. Drive the ethos of #TeamThurrock and create a culture where staff feel valued and are motivated to go the extra mile on behalf of residents. Lead in the delivery of the agreed Customer Strategy, identifying good practice in service delivery and tackling those areas where improvement is required. Agree a Customer Charter which is clear on the standards of service delivery and ensure the delivery. 2018/19 to become the Year of the Customer in 'how we do things around here'. 	recruitment and their role; managing a remote workforce; managing absence. <ul style="list-style-type: none"> April 2018 - a full staff survey with a 72% return rate. Directorate specific action plans are a key project for 2018/19 Using the skills and expertise of the in-house team as an accredited Institute of Leadership and Management (ILM) centre the broader programme of development and a range of formal qualification are now embedded as part of the core workforce development offer. 	
	Mandatory objectives		
	Hold a formal PDR for each of my direct reports every six months	Yes	
	Undertake at least 15% sampling of the formal PDRs undertaken by my direct reports every six months	Yes	
	*Ratings: 1 = Exceeds target performance 2 = On target performance 3 = Some Improvement Needed 4 = Unacceptable performance		

Personal Development Plan

Development Area	Action (including any training & timescales)	Review Comments (including dates of completion,
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		etc.)
(add further rows as necessary)		

Signature of Leader & date:	
Signature of Chief Executive & date:	

Additional Comments & Final Rating

<p>Chief Executive</p> <ul style="list-style-type: none"> • Factors that may influence achievement of objectives and how these will be managed/support required • Other achievements in past six months not covered under 'objectives' • Suggestions for improving services • Any other comments 	<p>GSC/ sub-committee</p> <ul style="list-style-type: none"> • Any additional support recommended • Overall assessment of employee's performance 	
<div>Page 20</div>		
<p>Overall rating (1-4) to be completed by Council Leader at GSC meeting:</p> <p>If rated '2' the Chief Executive will progress to the median pay point in the following financial year, if they are not already on it. If rated '1' the Chief Executive will progress to the upper pay point in the following financial year, if they are not already on it.</p>		

Data Protection Act

Signature of Leader & date:	
Signature of Chief Executive &	

date:	
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8 October 2018		ITEM: 6
General Services Committee		
Pay Review Project - members proposal		
Wards and communities affected: All		Key Decision: N/A
Report of: Lyn Carpenter - Chief Executive		
Accountable Assistant Director: Jan Cox – Strategic Lead HR & OD		
Accountable Director: Jackie Hinchliffe – Director of HR, OD & Transformation		
<p>This report is Part Exempt This report is public but Appendix 2 is not to be published by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 because it contains exempt information as set out in category 3, as the report contains information relating to the financial or business affairs of any particular person (including the authority holding that information)</p>		
<p><i>If the report, or a part of this, has been classified as being either confidential or exempt by reference to the descriptions in Schedule 12A of the Local Government Act 1972, it is hereby marked as being not for publication. The press and public are likely to be excluded from the meeting during consideration of any confidential or exempt items of business to which the report relates.</i></p>		

Executive Summary

Commitment was made in the Pay Policy Statement 2018/19 to ‘a pay review with the intention of modernising and simplifying current pay arrangements’. This report presents the outcomes of the pay review project work and seeks approval to move to commence formal consultation with trade unions as well as starting staff communication over changes.

It offers a summary of risks and drivers for change, presents options and proposes a revised pay structure which aligns to the agreed principles. Costed options for transitioning from current to proposed model are included along with budget impact over multiple years as part of an exempt appendix.

The outcome of the consultation will be reflected in the annual pay policy statement which will be brought to February 2019 Council for approval.

1. Recommendation(s)

That the committee:

- 1.1 Agree to the recommended new pay structure as outlined in Appendix 2;**
- 1.2 Delegate authority to negotiate a new Single Status agreement with Trade Unions to the Director of HR, OD & Transformation in consultation with the Portfolio Holder for Central Services, subject to the parameters detailed in Appendix 2.**

2. Introduction and Background

- 2.1 Commitment was made in the Pay Policy Statement 2018/19 to 'a pay review with the intention of modernising and simplifying current pay arrangements'.
- 2.2 This report is set amongst the wider context of publicity around gender equality with the introduction of gender pay gap reporting requirements and a number of high profile equal pay cases lost by councils.
- 2.3 The Council's current pay structure remains unchanged since implementation of the Single Status agreement in 2006. Under the agreement, Council agreed to move away from National Joint Council for Local Government (NJC) pay rates but to continue to honour any pay awards determined through nationally negotiated pay settlements as a minimum.
- 2.4 In April 2018 agreement was reached between National Employers and Trade Unions on changes to the NJC pay scales, to come into effect from April 2019. Along with the issues identified by the equal pay audit (see section 3.1) mean the council must review and change the pay structure.
- 2.5 It has been agreed that any changes to the pay structure needs to meet the principles previously signed off:
 - Remove the overlaps between Bands
 - Limit the number of incremental points in each Band in line with the Equalities and Human Rights Commission guidance on having no more than 5 increments (6 points within each Band)
 - Re-establish pay differentials
 - Take account of the UK Living Wage (£8.75 from 1st April 2018)
 - Investigate the pay anomalies identified as part of the Equal Pay Audit
 - Take account of the recommendations with the Gender Pay Gap report, published annually as per the Gender Pay Gap Reporting legislation.
 - Ensure the pay model is underpinned by a robust Job Evaluation scheme
 - Commitment to no reduction in base pay

3. Issues, Options and Analysis of Options

3.1 An equal pay audit was completed with assistance from Northgate Arinso in July 2018. The report (attached as Appendix 1) highlighted issues, these included:

- Overlapping Bands - Staff in overlaps paid more than next band – a direct equal pay issue.
- Length of Bands - Taking too long to reach top of band: according to the provisions of the Equality Act 2010 and age and disability discrimination legislation, the Equalities and Human Rights Commission suggests that it should take an employee no more than five years to maximise the value of any benefit that is linked to service.
- Gender Pay Gap within Band 9 - Direct equal pay issue identified: men earning more than women.

3.2 Thurrock introduced the independent UK Living wage in 2014 (not to be confused with the national living wage which replaced the national minimum wage in April 2016 – currently £7.83). The UK Living wage has risen from £7.20 when it was introduced in 2011, through to the current level of £8.75. So far, this has led to the removal of the bottom 4 pay points. By 2021, it is likely to impact almost all of the current pay points in Bands 1 & 2 as the living wage rises faster than the current pay scales, negating those entirely and compressing/removing the pay difference between those roles and bands above.

3.3 Changes to job evaluation were approved by General Services Committee previously on 9 March 2015 – currently outsourced at cost, will be brought in-house, aligned with competing boroughs and basically now doing what others do.

3.4 There are a limited range of options for a pay model that manages all these risks and follows the principles shown in 2.5:

3.5 Option 1 – Map to NJC – Do nothing

3.6 The classic ‘do nothing’ option would involve translating the NJC arrangements into our current pay scales. This would represent an overall increase of 2.5% on the pay line at a cost of £1.3m including on costs. Annual increments would then increase this to £2.6m.

3.7 This approach does not correct any of the issues and risks identified and would keep the existing pay model with the issues detailed in report. There would also be a total shortfall of £1.75m to budget over the next 5 years.

3.8 Cost of this option in year one:

Pay line	£2.6m
Transition	£0
Total	£2.6m

3.9 Option 2 – redesigned

3.10 This is a completely new pay scale. It adopts clear differentials to straighten the payline by moving to a direct mathematical relationship between spinal points, as shown in full in Appendix 2. Increasing this costs £1.36m including on-costs, whilst allowing increments for all staff (currently approx. a third of staff are held due to being at the top of the band) costs £1.76m.

3.11 Cost of the proposal in year one, including on-costs:

Pay line	3.13m
Transition	£996k
Total	£4.12m

3.12 By redesigning the pay scales from scratch, it is necessary to break the current link to NJC scales. We can decide how to determine pay scale increases in future years (as the bottom value would now define the pay scales) using any of these methods:

- Living wage
- NJC 'headline' increase
- Minimum value of NJC scale
- Independent TU negotiation
- Other.

3.13 Whilst making significant changes, renumbering the scales is also an opportunity to 're-launch' the scheme, so employees view the changes as a major improvement in how their pay is determined. Transition to the proposed pay scale is recommended to take a maximum of four years, see Appendix 2 for full multi-year costs and MTFS impact.

3.14 Adopting this approach will allow the Council to mitigate the largest risks identified by the equal pay audit immediately, with an additional reduction in equality risks over the proposed transition period of 4 years, whilst remaining affordable.

3.15 Option 3 - Full risk reduction

3.16 Whilst it is not actually possible to remove every risk, the maximum realised risk reduction is achieved by transitioning people into the new bands immediately.

3.17 This option costs considerably more as some existing bands are very long (10+ points) so moving those with 5 years' service to the top of the new band immediately could be more than the equivalent of 5 annual increments for a sizeable number of people.

3.18 Cost of this option in year one:

Pay line	£3.5m
Transition	£8.8m
Total	£12.3m

3.19 Whilst this would fix the issues in one go, the consolidation of costs means it would be clearly unaffordable, so is not being proposed and is included in the full multi-year costs (Appendix 2) for context.

3.20 Some caveats are required for these figures – they are all based on the current pay bill and assume no change in grades from job evaluation. Also, as many other variables are also in play (e.g. living wage rises, staff turnover & NJC negotiations) they should be taken as indicative only for later years.

4. Reasons for Recommendation

4.1 The modelling of the structure has focussed on removing overlapping grades and limiting incremental points to 6 per grade as suggested by equal pay audit – it aims to provide a full, sustainable solution.

4.2 The issues with the current system have so far been shared internally and with Trade Unions. We are also required to publish the equal pay report as part of an FOI request. Having shared the identified issues means that not addressing these risks is not an appropriate option.

4.3 The overlapping bands in the current structure represent the largest single risk – paying people more for work of lower value (e.g. the top of band 6 is paid more than the bottom of band 7) and so the removal of overlaps by uplifting the bottom of the bands affected to the next spinal point above the overlap addresses this risk immediately.

4.4 Ideally incremental values should be consistent across the pay scale, this is considered to be best practice and is an aim of the changes to the NJC scales. We have used this as a principle. In technical terms we are aiming to ‘straighten the payline’ by applying a direct mathematical relationship between points. Taking our design principles and affordability into account, Appendix 2 shows the proposed pay structure. This ‘straightens our payline’ and represents an overall increase of 2% before increments, in line with the second year of the two year agreement signed with trade unions in 2017

5. Consultation (including Overview and Scrutiny, if applicable)

5.1 Work has been done to ensure that our Trade Unions have been kept up to date with progress of the project and have had opportunities to question and challenge our approach and thinking during regular meetings since the start of the project.

- 5.2 GLPC training sessions have been completed and comprised both HR team and Trade unions, ensuring that there are sufficient in-house skills to manage the scheme going forward. Local Conventions, which set out how the scheme will work in practice have been drafted and issued to Trade Unions for discussion. The policy and supporting process, including digital approach to record keeping of results are all underway in HR and with Trade Unions.
- 5.3 These changes, along with the potential requirement to review the Single Status agreement may need to go through TU regional, national & legal procedures. This could lead to tight timeframes and the requirement for negotiated changes to terms & conditions - hence the request for authority to be delegated to the Director of HR, OD & Transformation, in conjunction with the Portfolio Holder for Central Services to negotiate with the Unions, in line with Appendix 2.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 Upon approval, the changes proposed in this paper will go to consultation, with particular attention being paid to the communication and engagement of staff to ensure they understand the impact on them as individuals. The changes will be incorporated into the annual pay policy to be laid before Council in February, to be implemented with effect from April 2019.

7. Implications

7.1 Financial

Implications verified by: **Sean Clark**
Director of Finance, IT & Legal

It is clear that there are a number of issues with the current pay grades in terms of both length and overlaps that need to be resolved and we have considered a number of options to achieve this to various degrees. As the approach has been that there should be no financial reduction to officers, rather than see a mix of 'winners and losers', all options cost more than is currently budgeted within the General Fund (MTFS), HRA, capital and grant funded posts.

There is currently £2.1m included within the GF. As approximately 80% of the pay bill is within the GF, this equates to an overall annual increase in the pay bill of £2.625m. Before considering the options, it is also worth noting that, due to the NJC published intention to grant higher increases to the lower grades, that the amount budgeted is already insufficient to meet what are contractual commitments and this shortfall is currently estimated at £1.4m (GF) over the next six years. (Where GF/MTFS is quoted, the impact on the HRA will be circa 25% of this figure).

Considering the options, continuing the 'business as usual' options does not resolve the main issues and leave the council open to challenge. The cost of losing an equal pay claim should be considered, with Birmingham Council paying out £757m following the 2012 judgement against it and Glasgow City Council currently negotiating a bill estimated between £500m and £1bn following the August 2017 ruling against it. The option to transition immediately is simply unaffordable and this needs to be a consideration.

The recommended solution shows an increase to that budgeted within the MTFS of £2.65m over the next six years of which £1.2m impacts in 2019/20. Should this option be supported, the additional financial pressures will be added into the MTFS and HRA business plan and will need to be absorbed. The GF has forecast surpluses at this time and so the pressure can be offset. The impact on the HRA will need to be met from ongoing efficiencies.

7.2 Legal

Implications verified by: **David Lawson**
Assistant Director Legal Services

In setting out the proposal in this paper, due consideration has been given to:

- Equality Act requirements and compliance
- The requirement under the Localism Act for transparency over the Council's approach to pay.
- Recent high profile equal pay cases successfully brought against councils. ((e.g. Birmingham City Council v Abdulla & others, Armstrong v Glasgow City Council amongst others)

In identifying potential equal pay risks and setting out a clear approach to dealing with them, the Council will be adequately protected from concerns of inequalities. The approach is in line with appropriate legal process in renegotiating the Single Status agreement.

7.3 Diversity and Equality

Implications verified by: **Becky Price**
Community Development Officer, Community Development and Equalities Team

The Equal Pay Report has highlighted a number of issues which need to be addressed to ensure that the Council meets its diversity and equality obligations – the suggested approach and model, supported by a robust Job Evaluation process will ensure transparency of approach and will address the identified equality issues in current pay system, providing a long term solution.

7.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

Staff – it is recognised that staff will be significantly affected by the pay review; the changes proposed provide a positive approach to modernising pay and introducing achievable progression through the pay bands. Focused work will centre on an engaging communication plan where staff will be clear about how they are affected and why the changes are needed to ensure the Council has a modern approach to how staff are paid.

8. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- None

9. **Appendices to the report**

- Appendix 1 - Equal pay report
- Appendix 2 – **Exempt**
 - Current & final models
 - Proposed pay line values
 - Financial implications over next 5 years
 - Consultation parameters

Report Author:

Jackie Hinchliffe

Director of HR, OD & Transformation

APPENDIX 1

Thurrock Council – Equal Pay Analysis

July 2018

**Geoff Pearce
Managing Consultant – Reward
NGA Human Resources
July 2018**

Contents

- 1. Executive Summary**
- 2. Background**
- 3. Workforce Composition**
- 4. Current Pay Structure**
- 5. Gender Pay Gap**

1. Executive Summary

- 1.1 The purpose of this report is to provide an update of the current position based on the current pay structure prior to the job evaluation review using the GLPC Job Evaluation scheme which the council has agreed to implement.

Data

- 1.2 The overall data set provided by the Council is based on the April payroll and includes 2,209 employees in total. This includes 2,099 employees currently paid via the main grading structure, Bands 1 to 10. There are a number of other negotiating bodies including Soulbury and Youth and Community Workers included within the overall employment group which are included in the composition of the Workforce (Table 1) but excluded from the analysis.

Workforce Composition

- 1.3 The composition of the workforce for Bands 1 to 10 shows that the workforce is predominantly female (69.22%) and 30.78% male (Table 2). The distribution of males and females is similar although the highest percentage of male employees is at Band 4 compared to the highest grade for female employees falling at Band 3. The composition of the workforce and distribution across the grading structure will affect the overall gender pay gap.

Gender Pay Gap

- 1.4 The Equalities and Human Rights Commission advise that the pay gap should be investigated where it exceeds 5.00%. The overall mean gender pay gap Band 1 to 10 based on basic pay is 9.82% which compares to 17.40% for the mean pay gap for the economy as a whole. There are no individual grades where the pay gap exceeds 5.00% with the exception of Band 9.
- 1.5 The overall gender pay gap based on median basic pay is 11.14% which compares to 18.40% for the economy as a whole.

The mean gender pay gap based on total pay is 8.79%

The median gender pay gap based on total pay is 8.51%

1. Background

- 1.1 Thurrock Council is undertaking a review of its pay and grading structure which will be based on the outcomes of a Job Evaluation review using the GLPC Job Evaluation scheme.
- 1.2 The purpose of this report is to provide an up dated Equal Pay Analysis and confirm the key issues that need to be addressed through the design of a new pay structure. The report is primarily based on the Band 1 to Band 10 population but also provides some further analysis of the overall workforce.
- 1.3 The data set that has been used for this report is based on the workforce as at April 2018 and the pay data includes increments applied from April. The total workforce is 2,209 employees of which 2,099 are paid within the main Band 1 to 10 pay scales.

2. Workforce Composition

- 2.1 Table 1 illustrates the overall composition of the workforce. As can be seen the main population is concentrated in Bands 1 to 10 and this group contains the roles that will be subject to evaluation using the GLPC Jo Evaluation scheme. In addition to those employees paid within Bands 1 to 10 there are a number of other employment groups that includes Colleges, Soulbury and Youth and Community.
- 2.2 Table 2 illustrates the composition of the workforce within Bands 1 to 10 only. As can be seen Bands 1 to 10 accounts for 95.02% of the total workforce (2099/2209 employees). Within this group 30.78% of the workforce is male and 69.22% are female.

Table 1 – Workforce Composition – All Employees							
Equal Work Group	Organisation	All Males			All Females		
	Total	Total	% of Group	% of All Males	Total	% of Group	% of All Females
Apprentice	29	12	41.38	1.76	17	58.62	1.11
Band 1	83	5	6.02	0.73	78	93.98	5.11
Band 2	60	15	25.00	2.20	45	75.00	2.95
Band 3	316	20	6.33	2.93	296	93.67	19.38
Band 4	481	222	46.15	32.55	259	53.85	16.96
Band 5	354	98	27.68	14.37	256	72.32	16.76
Band 6	298	85	28.52	12.46	213	71.48	13.95
Band 7	254	94	37.01	13.78	160	62.99	10.48
Band 8	155	62	40.00	9.09	93	60.00	6.09
Band 9	60	29	48.33	4.25	31	51.67	2.03
Band 10	38	16	42.11	2.35	22	57.89	1.44
CEX	1	0	-	-	1	100.00	0.07
CTLS	4	0	-	-	4	100.00	0.26
DIR1	5	1	20.00	0.15	4	80.00	0.26
DIR2	1	1	100.00	0.15	0	-	-
DIR4	1	1	100.00	0.15	0	-	-
DIR5	2	2	100.00	0.29	0	-	-
HOS3	3	3	100.00	0.44	0	-	-
HOS5	5	4	80.00	0.59	1	20.00	0.07
L00	2	0	-	-	2	100.00	0.13
LECTURERS	15	1	6.67	0.15	14	93.33	0.92
LSC	2	0	-	-	2	100.00	0.13
P05	1	0	-	-	1	100.00	0.07
PRINCIPAL	1	0	-	-	1	100.00	0.07
SOULA	1	0	-	-	1	100.00	0.07
SOULB	5	2	40.00	0.29	3	60.00	0.20
SOULC	11	4	36.36	0.59	7	63.64	0.46
Spot	12	2	16.67	0.29	10	83.33	0.65
VICEPRINC	1	1	100.00	0.15	0	-	-
YCSW	3	1	33.33	0.15	2	66.67	0.13
YTHPROF	5	1	20.00	0.15	4	80.00	0.26
Total	2209	682	30.87	100.00	1527	69.13	100.00

Table 2 – Workforce Composition – Bands 1 to 10							
Equal Work Group	Organisation	All Males			All Females		
	Total	Total	% of Group	% of All Males	Total	% of Group	% of All Females
Band 1	83	5	6.02	0.77	78	93.98	5.37
Band 2	60	15	25.00	2.32	45	75.00	3.10
Band 3	316	20	6.33	3.10	296	93.67	20.37
Band 4	481	222	46.15	34.37	259	53.85	17.83
Band 5	354	98	27.68	15.17	256	72.32	17.62
Band 6	298	85	28.52	13.16	213	71.48	14.66
Band 7	254	94	37.01	14.55	160	62.99	11.01
Band 8	155	62	40.00	9.60	93	60.00	6.40
Band 9	60	29	48.33	4.49	31	51.67	2.13
Band 10	38	16	42.11	2.48	22	57.89	1.51
Total	2099	646	30.78	100.00	1453	69.22	100.00

2.3 Table 2A shows the percentage of the workforce by Band as well as Gender and is also illustrated in Graph 1.

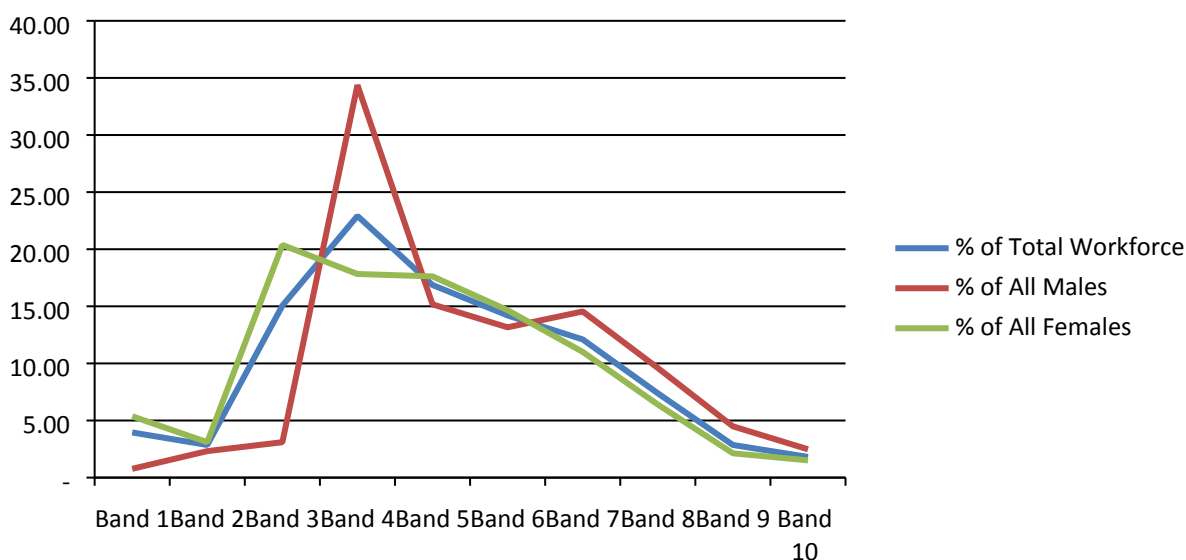
Table 2A – Percentage of Workforce by Band and Gender – Band 1 to 10			
Equal Work Group	% of Total Workforce	% of All Males	% of All Females
Band 1	3.95	0.77	5.37
Band 2	2.86	2.32	3.10
Band 3	15.05	3.10	20.37
Band 4	22.92	34.37	17.83
Band 5	16.87	15.17	17.62
Band 6	14.20	13.16	14.66
Band 7	12.10	14.55	11.01
Band 8	7.38	9.60	6.40
Band 9	2.86	4.49	2.13
Band 10	1.81	2.48	1.51
Total	100.00	100.00	100.00

2.4 As can be seen from Table 2A the most populated Band for the workforce as a whole is Band 4. Band 4 is also the most populated Band for male employees whereas the most populated Band for females is Band 3. It is also evident that it is more likely that female employees will be in Bands 1 and 2 compared to male employees and those male employees are more likely to be in Bands 9 and 10 compared to female employees.

2.5 The type of role that is within Bands 1, 2 and 3 includes a range of Care related and Administrative roles which are more likely to be undertaken by female employees reflecting a level of occupational segregation. The employees within these grades are

also predominantly part time. There are 459 employees in Bands 1, 2 and 3 of which 419 are female and 349 work on a part time basis. Within the economy as a whole women are still more likely to work on a part time basis due to family responsibilities and it is therefore more likely that they will be in this type of role.

Graph 1 - Distribution of Workforce by Band and Gender



3. Current Pay Structure

3.1 The current pay structure is shown in Table 3. In addition to including the salary range the tables also indicate the pay span and the extent of the overlap as well as the number of pay points and steps between the grade minimum and maximum.

Table 3 - Current Pay Table								
Pay Band	Minimum SCP	Minimum Salary	Maximum SCP	Maximum Salary	Span	Overlap	Salary Points	
							Points	Steps
Band 1	5	16,881	6	17,094	1.26%	18.68%	2	1
Band 2	5	16,881	10	18,021	6.75%	18.77%	6	5
Band 3	8	17,556	16	20,034	14.11%	38.80%	9	8
Band 4	12	18,444	20	22,542	22.22%	22.76%	9	8
Band 5	18	21,255	26	26,910	26.61%	30.34%	9	8
Band 6	23	24,630	32	32,145	30.51%	20.09%	10	9
Band 7	30	30,285	39	39,543	30.57%	20.09%	10	9
Band 8	37	37,266	46	48,600	30.41%	17.72%	10	9
Band 9	44	45,828	54	61,467	34.13%	23.72%	11	10
Band 10	52	57,957	60	72,756	25.53%		9	8

3.2 The **Pay Span** is defined as;

Maximum Salary – Minimum Salary / Minimum Salary * 100% = Pay Span

E.g. Band 1 = £17,094 - £16,881 = £213 / £16,881 * 100% = 1.26%

3.3 The extent of the **Overlap** is defined as;

Maximum Salary of Lower Grade – Minimum Salary of Higher Grade

As a percentage of

Maximum Salary of Higher Grade – Minimum of Higher Grade

E.g. Band 1 =

£17,094 - £16,881 = £213

£18,021 - £16,881 = £1,140

£213 as a percentage of £1,140 = 18.68%

The current overlap ranges from 17.72% (Band 8) to 38.80% (Band 3)

3.4 Although there has been a change to Band 1 which has been reduced in length by removing the lower spine points the fundamental concerns with the pay and grading structure remain. These are primarily;

- the percentage pay span
- the number of increments in each grade; it could take up to 10 years to achieve the maximum salary point whereas it is recommended that the achievement of service related benefits should take no more than five years
- the use of overlapping points across grades

3.5 The use of overlapping grades whereby the same spinal points feature in consecutive grades is extensive. This creates the potential that an employee paid in Band 3 could be paid significantly more than an employee in Band 4. An employee paid at the maximum point of Band 3 (£20,034) could be paid up to £1,590 more than an employee at the minimum of Band 4 (£18,444) despite their role having been evaluated at a lower level.

3.6 The extent of the issue that arises as a result of the overlapping points is shown in Table 4.

Table 4 - Bands 1 - 10 - Distribution by Spinal Point and Grade											
Spine Point	Band 10	Band 9	Band 8	Band 7	Band 6	Band 5	Band 4	Band 3	Band 2	Band 1	
5											
6											
7											
8											
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Table 4 - Bands 1 - 10 - Distribution by Spinal Point and Grade											
Spine Point	Band 10	Band 9	Band 8	Band 7	Band 6	Band 5	Band 4	Band 3	Band 2	Band 1	
44											
45											
46											
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48											
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4. Gender Pay Gap

- 4.1 Table 5 illustrates the Gender Pay Gap based on Basic Pay only for each individual pay band in Bands 1 to 10. We have used Pay Band on the basis that roles have been evaluated and therefore roles that fall within each band are considered as Work Rated Equivalent.
- 4.2 Despite the length of each grade and a pay span which in many cases exceeds 30.00%, the gender pay gap does not exceed 5.00% in any grade with the exception of Band 9. The guidance issued by the Equalities and Human Rights Commission states that wherever there is a pay gap of more than 5.00% that this should be investigated.
- 4.3 We have looked at the average length of service for males and females in Band 9. The average length of service for males is 6.07 years and for females is 7.87 years. Although female employees have the greater average service; more male employees are paid at point 54 (16/29 or 55.17%) compared to female employees (8/31 of 25.81%). This has the effect of increasing the average male hourly rate. The reasons for this could include the rate or pay progression or differences in starting pay or time in post at this band.

Table 5 – Gender Pay Gap - Mean - Basic Pay						
Equal Work Group	All Males		All Females		Difference	
	Total	Avg Basic Hourly Rate	Total	Avg Basic Hourly Rate	Difference (£)	Pay Gap (%)
Band 1	5	8.79	78	8.81	-0.02	-0.13
Band 2	15	9.12	45	9.17	-0.05	-0.62
Band 3	20	9.67	296	9.79	-0.12	-1.24
Band 4	222	10.51	259	10.79	-0.28	-2.58
Band 5	98	12.94	256	12.82	0.12	0.92
Band 6	85	15.51	213	15.38	0.13	0.87
Band 7	94	18.97	160	19.06	-0.09	-0.48
Band 8	62	23.78	93	23.71	0.07	0.28
Band 9	29	29.83	31	28.25	1.58	5.29
Band 10	16	35.34	22	34.96	0.38	1.07
Total	646	15.45	1,453	13.94	1.51	9.82

Table 6 illustrates the gender pay gap based on basic pay using the median point. As can be seen the overall gender pay gap increases from 9.82% to 11.14%.

Table 6 – Gender Pay Gap - Median – Basic Pay						
Equal Work Group	All Males		All Females		Difference	
	Total	Median Basic Hourly Rate	Total	Median Basic Hourly Rate	£	%
Band 1	5	8.75	78	8.81	-0.06	-0.63
Band 2	15	9.04	45	9.34	-0.3	-3.32
Band 3	20	9.56	296	9.68	-0.12	-1.25
Band 4	222	10.08	259	11.02	-0.93	-9.27
Band 5	98	13.15	256	12.96	0.19	1.45
Band 6	85	16.18	213	15.7	0.48	2.96
Band 7	94	19.32	160	19.32	0	0
Band 8	62	25.19	93	24.46	0.73	2.89
Band 9	29	31.86	31	28.33	3.54	11.1
Band 10	16	35.65	22	35.16	0.49	1.38
Total	646	13.15	1453	11.68	1.46	11.14

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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