

TONBRIDGE & MALLING BOROUGH COUNCIL



EXECUTIVE SERVICES

Chief Executive

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NB - This agenda contains proposals, recommendations and options. These do not represent Council policy or decisions until they have received proper consideration through the full decision making process.

Contact: Committee Services
committee.services@tmbc.co.uk

17 January 2020

To: MEMBERS OF THE GENERAL PURPOSES COMMITTEE
(Copies to all Members of the Council)

Dear Sir/Madam

Your attendance is requested at a meeting of the General Purposes Committee to be held in the Civic Suite, Gibson Building, Kings Hill, West Malling on Monday, 27th January, 2020 commencing at 7.30 pm

Yours faithfully

JULIE BEILBY

Chief Executive

A G E N D A

PART 1 - PUBLIC

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To confirm as a correct record the Minutes of the meeting of General Purposes Committee held on 8 October 2019

Matters for Recommendation to the Council

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The report summarises the requirements of the Localism Act and presents an updated Pay Policy Statement for 2020/21.

Decisions to be taken under Delegated Powers

5. Pay Award 2020 23 - 26

The report requests Members to give consideration to the matter of a pay award for employees for 2020/21.

6. Annual Review of Whistleblowing Policy 27 - 38

The report informs Members of the outcome of the annual review of the Council's Whistleblowing Policy.

Matters submitted for Information

7. Gender Pay Gap Report 2018/19 39 - 44

The report summarises the legislative context for gender pay gap reporting and incorporates the outcomes of the Council's gender pay gap analysis for 2018/19.

8. Urgent Items 45 - 46

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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- LGA 1972 Sch 12A Paragraph 1 – Information relating to an individual
- The report sets out for approval a number of establishment changes recommended by Management Team.*
11. Urgent Items 55 - 56
- Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

MEMBERSHIP

Cllr Mrs F A Kemp (Chairman)
Cllr L J O'Toole (Vice-Chairman)

Cllr Mrs P A Bates
Cllr Mrs S Bell
Cllr M D Boughton
Cllr M A Coffin
Cllr D J Cooper
Cllr D A S Davis

Cllr M A J Hood
Cllr K King
Cllr B J Luker
Cllr W E Palmer
Cllr N G Stapleton
Cllr Mrs M Tatton

Apologies for absence

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

GENERAL PURPOSES COMMITTEE

Tuesday, 8th October, 2019

Present: Cllr Mrs F A Kemp (Chairman), Cllr L J O'Toole (Vice-Chairman), Cllr Mrs P A Bates, Cllr Mrs S Bell, Cllr M A Coffin, Cllr D J Cooper, Cllr D A S Davis, Cllr M A J Hood, Cllr K King, Cllr B J Luker, Cllr W E Palmer, Cllr N G Stapleton and Cllr Mrs M Tatton

Councillors Mrs J A Anderson, N J Heslop, Mrs A S Oakley, M R Rhodes and H S Rogers were also present pursuant to Council Procedure Rule No 15.21.

An apology for absence was received from Councillor M D Boughton

PART 1 - PUBLIC

GP 19/16 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the Code of Conduct.

GP 19/17 MINUTES

RESOLVED: That the Minutes of the meeting of the General Purposes Committee held on 19 June 2019 be approved as a correct record and signed by the Chairman subject to the amendment of Minute GP 19/13 (1) by the insertion of a semi-colon and the word "and" after "Area Planning Committees".

MATTERS FOR RECOMMENDATION TO THE COUNCIL

GP 19/18 DISCLOSURE AND BARRING SERVICE POLICY AND PROCEDURE

The report of the Director of Central Services referred to a review by Internal Audit of the Council's safeguarding procedures which resulted in a recommendation to adopt a standalone policy on ensuring that staff had the relevant level of DBS check. A new Disclosure and Barring Service (DBS) Policy was accordingly presented for consideration. This defined the different types of disclosure and regulated activity against which all posts must be considered and a full list of Council posts requiring a DBS check was set out in Annex 2 to the report.

RECOMMENDED: That the new DBS Policy, as set out at Annex 1 to the report, be adopted as a standalone policy separate from the Safeguarding Policy.

***Referred to Council**

**DECISIONS TAKEN UNDER DELEGATED POWERS IN
ACCORDANCE WITH PART 3 OF THE CONSTITUTION
(RESPONSIBILITY FOR COUNCIL FUNCTIONS)**

GP 19/19 AMENDMENTS TO HUMAN RESOURCES POLICIES AND PROCEDURES

The report of the Director of Central Services gave details of proposed changes to a number of Human Resources policies and procedures which had arisen from the regular review of policies and took account of various issues that had emerged in the past few months. It was noted that the changes had been considered by the Management Team and Joint Employee Consultative Committee.

RESOLVED: That the amendments to the following policies and procedures set out in paragraphs 1.1.2 to 1.1.7 of the report be endorsed:

Reorganisation, Redundancy and Redeployment Procedure
Recruitment and Selection Policy, Procedure and Guidance
Sickness Absence Policy and Procedures
Flexible Retirement Policy
Flexible Working and Time-Off Policy
Guidance regarding Automatic Termination of Casual Working Arrangements.

MATTERS FOR CONSIDERATION IN PRIVATE

GP 19/20 EXCLUSION OF PRESS AND PUBLIC

The Chairman moved, it was seconded and

RESOLVED: That as public discussion would disclose exempt information, the following matters be considered in private.

PART 2 - PRIVATE

**DECISIONS TAKEN UNDER DELEGATED POWERS IN
ACCORDANCE WITH PART 3 OF THE CONSTITUTION
(RESPONSIBILITY FOR COUNCIL FUNCTIONS)**

GP 19/21 ESTABLISHMENT CHANGES

(LGA 1972 Sch 12A Paragraph 1 – Information relating to an individual)

The report of the Director of Central Services set out for approval a number of establishment changes arising from the ongoing operational management of the Council's services.

It was noted that this was the last meeting of the Committee to be attended by Charlie Steel, Personnel Manager, prior to his retirement and Members' thanks were recorded for his contribution to the Council over many years.

RESOLVED: That the proposals and establishment adjustments set out in the report be approved as follows:

- (1) post DG0008, Administration Manager 37 hours per week be regraded from M8 to M7 with immediate effect;
- (2) the post of Leisure Services Officer be permanently established at 37 hours on a Senior Officer grade with effect from 1 October 2019;
- (3) post DJ0162 Principal Planning Officer, 37 hours per week, M8 be deleted with immediate effect;
- (4) two full time Higher Level Planning Apprenticeship posts scale 3/4 be established with immediate effect;
- (5) the hours attached to post DJ0158, Technical Officer scale 3/4 be increased from 24 to 25.5 hours per week with immediate effect;
- (6) the hours of post DJ0156 Technical Officer, scale 3/4 be reduced from 33.5 to 32 hours per week with immediate effect;
- (7) post DB0306, Senior Customer Services Advisor, scale 3/4 20.5 hours per week be deleted with immediate effect;
- (8) post DB0307, Senior Customer Services Advisor, scale 2/3 16.5 hours per week be deleted with immediate effect;
- (9) post DB0308 Customer Services Advisor scale 2/3 25.5 hours per week be re-designated and re-graded Senior Customer Services Advisor, scale 3/4, and the hours attached to this post be increased to 26 per week with immediate effect;
- (10) the hours attached to post DB0309 Customer Services Advisor scale 2/3 be increased from 17.5 to 23 per week with immediate effect;
- (11) post DB0399 Customer Services Assistant scale 1/2 be re-designated Customer Services Advisor, regraded 2/3, and the hours attached to this post be increased from 8 to 12 per week with immediate effect;

- (12) post DA1001 Building & Facilities Manager M6, 3 days per week be deleted with immediate effect;
- (13) post DA0216 Administration Officer scale 2/3, 21 hours per week be deleted with immediate effect;
- (14) the hours attached to post DA0218, Administration Officer scale 3/4 be increased from 28 to 32 with immediate effect;
- (15) post DA1102 Corporate Support Manager 37 hours per week, M7 be deleted with immediate effect;
- (16) a new post of Head of Buildings, Facilities and Administration Services, M6, 37 hours per week be created with immediate effect;
- (17) a new post of Property Services Officer scale 6/SO, 37 hours per week be created with immediate effect;
- (18) the saving of £9,709 arising from the structural changes in the Building and Estates, and Administration Teams in Central Services, be ring-fenced pending further reviews of these services;
- (19) post DB0002 Personnel Manager M6 15 hours per week be deleted with effect from 1 January 2020;
- (20) post DB0006 be re-designated Senior HR Advisor and re-graded M8 with effect from 1 January 2020;
- (21) post DB0201 Personnel and Development Manager be re-designated HR and Development Manager with effect from 1 January 2020;
- (22) the residual balance of the savings arising from the deletion of post DB0002 be ring fenced pending a further review of the Personnel (HR) service;
- (23) post DF0901 Revenue and Benefits Manager M5 18.5 hours per week be deleted with immediate effect;
- (24) post DF0902 Principal Revenue Officer M8/M7 37 hours per week be deleted with immediate effect;
- (25) post DF0501 Principal Benefits Officer M8/M7 37 hours per week be deleted with immediate effect;
- (26) a post of Revenues Manager M6 37 hours per week be created with immediate effect;

- (27) a post of Benefits and Welfare Manager M6 37 hours per week be created with immediate effect;
- (28) post DF0531 Revenue and Benefits Business Support Manager M8 37 hours per week be regraded M8/M7 with immediate effect; and
- (29) the residual sum of £3,736 arising from the re-structure of the managerial hierarchy in the Revenues and Benefits Teams be ring-fenced pending the next phase of the review of these services.

The meeting ended at 8.03 pm

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TONBRIDGE & MALLING BOROUGH COUNCIL

GENERAL PURPOSES COMMITTEE

27 January 2020

Report of the Director of Central Services

Part 1- Public

Matters for Recommendation to Council

1 LOCALISM ACT – PAY POLICY

Section 38(1) of the Localism Act 2011 requires English and Welsh local authorities to review their pay policy statement for each financial year. This report summarises the requirements of the Act and presents an updated Pay Policy Statement for 2020/21 in Annex 1. Members will note that as there have not been any changes in the Council’s remuneration policy, the substantive content of the updated Pay Policy Statement in Annex 1 is identical to the Council’s first Pay Policy Statement (adopted by the Council on 16 February 2012).

1.1 Contents of the Pay Policy

- 1.1.1 As members may recall, the Act requires the pay policy statement to include the level and elements of remuneration for each chief officer, a definition of the “lowest paid employees” and their remuneration, the policy on the relationship between the remuneration of its chief officers and other officers, the policy on pay on recruitment, and, the policy on re-employing someone who has been made redundant.
- 1.1.2 The title “chief officer” includes both statutory and non-statutory chief officers and their deputies. Therefore, within the Pay Policy Statement set out in Annex 1, the information about the remuneration of chief officers pertains to the current Establishment and therefore includes the posts of the Chief Executive, the Central Services Director and Deputy Chief Executive, the Council’s three Service Directors, the Head of Planning, the Chief Financial Services Officer, the Head of Street Scene and Leisure, the Head of IT, as well as the senior officers that are directly accountable to these “chief officers”.
- 1.1.3 The Act’s definition of remuneration includes pay, charges, fees, allowances, benefits in kind, enhancement of pension entitlements and termination payments. All of these elements have been covered in the pay policy statement attached in Annex 1.

- 1.1.4 In order to provide a holistic and transparent context for the remuneration of chief officers and their deputies, the pay policy in Annex 1 provides an overview of the pay elements for all Council employees.

1.2 Legal Implications

- 1.2.1 The policy set out in Annex 1 contains all of the elements of a statutory pay policy as stipulated in section 38 (1) of the Localism Act 2011.
- 1.2.2 The attached pay policy is also compliant with Regulation 7 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006 and the Local Government Pension Scheme (Administration) Regulations 2008 & 2014.
- 1.2.3 The definition of the terms “chief officer” and “deputy chief officer” is in accordance with section 2 of the Local Government and Housing Act 1989.

1.3 Financial and Value for Money Considerations

- 1.3.1 As set out in Section A of the attached Pay Policy, the Council’s approach to setting a pay multiple is broadly calculated on a base salary multiple of 7.5 to 8 being the gap between the remuneration of the lowest and the most highly paid employees and is enshrined within the Council’s locally determined job benchmarking evaluation scheme. Such an approach places an emphasis on cash reward as the corner stone of the Council’s pay policy, and ensures that pay is based on job requirements.

1.4 Risk Assessment

- 1.4.1 The Council is legally obliged to comply with the Localism Act’s requirement to have reviewed the Pay Policy Statement by 31 March 2020.

1.5 Equality Impact assessment

- 1.5.1 The recommendation to adopt the Pay Policy Statement in Annex 1 ensures parity in the evaluation of the grade attaching to posts, and therefore mitigates against discrimination against those in protected characteristic groups.

1.6 Recommendation

- 1.6.1 It is recommended that this committee commends the pay policy in Annex 1 to this report for adoption at the Council meeting on 18 February 2020.

Background papers:

contact: Delia Gordon

Nil

Adrian Stanfield and Deputy Chief Executive

Annex 1

Pay Policy Statement 2020/21 Introduction

When determining remuneration levels the Council is mindful of the requirement to balance the needs of managing scarce public resources with the need to secure and retain high-quality employees. The Council aligns its reward strategy with organisational needs by an emphasis on cash rewards, and ensuring that pay is determined by job requirements. The Council aims to operate a consistent and equitable organisation-wide reward system by placing the responsibility for remuneration decisions with a committee of elected councillors, the General Purposes Committee, and the responsibility for administering the pay policy within the Council's Human Resources team.

Section 38 (1) of the Localism Act 2011 requires the council to prepare an annual pay policy statement for 2020/21. The Act specifies that the following must be included in the pay policy statement:

- the level and elements of remuneration for each chief officer
- the policy on the remuneration of chief officers on recruitment
- increases and additions to their remuneration including performance related pay, bonuses, charges, fees, allowances, benefits in kind and termination payments
- a definition of the "lowest paid employees" and the policy on the remuneration of this group
- the policy on the relationship between the remuneration of its chief officers and other officers
- the policy on re-employing someone who has been made redundant.

This statement will be published on the Council's website.

Section 1 – Remuneration of statutory and non-statutory Chief Officers and Deputy Chief Officers

The term "chief officer" within The Localism Act includes both statutory and non-statutory chief officers, and their deputies. The actual remuneration for these roles is available on the Council's website

<https://www.tmbc.gov.uk/media/tmbc/pdf/transparency/00201000.csv>

The salary scales for the statutory and non-statutory Chief Officers and Deputy Chief Officers roles on the Council's Establishment in January 2019 is set out below.

No of chief officers	Grade	% of M2 benchmark	Pay Point Range
11 (4 of whom work	M6	56.0%	141- 144

part time hours)			
8 (1 of whom works part time hours)	M5	61.0%	147 - 150
4	M4	70.0%	151- 154
3	M2a	97.5%	181- 184
1	M2	100%	186 -189
1	M1	125.0%	191- 194

Fee for acting as the Returning Officer

Tonbridge & Malling Borough Council is required to appoint a Returning Officer by virtue of section 35 of the Representation of the People Act 1983. In Tonbridge & Malling, the Chief Executive has been appointed as the Returning Officer. This is a personal appointment, separate from their other duties. In this capacity they are the Returning Officer for UK Parliamentary elections and elections to the Borough Council and to Parish Councils within this Borough. The Returning Officer fee is payable for the substantial additional duties undertaken, and leadership required of the Returning Officer in planning, delivering and undertaking the elections, and recognises the personal nature and personal responsibility of the role of the Returning Officer.

For Borough and Parish Council elections, the Returning Officer fee is calculated in accordance with an agreed Kent Scale of Fees. For National, European and Police & Crime Commissioner elections the fee rate is set by central government.

Section 2 – Remuneration of the lowest paid employees

In compliance with Section 38 of the Localism Act, for the purposes of this statement the “lowest paid employee” has been defined as those who are engaged as cleaners. In 2020/21 it is anticipated that such posts will receive a full time annual salary equivalent of approximately £16,250.

Section 3 – Decision on pay

The pay of all council employees (including chief officers) is determined by the evaluated grade of the post. The pay band for most jobs within the council (including chief officers) is very narrow, based on 3 or 4 incremental points. Progression through the pay band is based on length of service, subject to the achievement of expected performance standards, and thus recognises development in a role over time based on the accumulation of experience and knowledge. It is anticipated that during 2020/21 the total number of

permanent and fixed term contract staff on the Council's payroll will be approximately 270 in any one month.

The Council has not adopted the national local government job evaluation or grading schemes but has developed a locally negotiated framework that more closely reflects its own particular requirements. Within this framework there are two remuneration "families". The first has been developed for the Council's professional and senior managerial cohorts, and includes chief officers. The second is for supervisory, technical and clerical staff.

All staff (including chief officers) are appointed to the organisation at the bottom of the grade, unless there are exceptional circumstances based on business need.

Annual Pay Award

The salary of all council employees (including chief officers) may increase annually by an annual pay award which is locally determined taking into consideration:

- "caps" on public sector pay rates set by the Government
- the council's ability to pay
- inflation levels
- the "going rate" of pay awards in neighbouring authorities and nationally
- recruitment and retention levels.

Section 4 – Pay structure and pay relationships.

The Code of Recommended Practice for Local Authorities on Data Transparency September 2011 requires that there is a process established to monitor the rate of growth of senior earnings compared to all other employees in the organisation. During 2020/21 there will be a multiple of approximately 7.64 between the base level salary of the Chief Executive and a cleaner, reflecting the differences in skill sets, complexity and span of control from the lowest to the highest paid employees of the Council.

The total salary for the post of Chief Executive is £124,263. The median full time equivalent salary for all other employees in Tonbridge & Malling Borough Council is in the region of £26,919, the mean full time equivalent salary is in the region of £31,365. The pay multiple is therefore approximately 4.61 against the median and 3.96 against the mean.

The Council's bespoke grading structure for employees with professional and specialised high level skill sets is entitled the "M" grade framework. All those referred to as chief officers within this pay policy statement fall within the "M grade" framework.

A feature of the M grade framework is that the remuneration levels for all M grade posts (including those of chief officers), are fixed as a percentage of the

benchmark grade M2. Therefore, the grading structure specifies the pay multiples attached to each grade as a percentage of the lowest incremental point of grade M2. Posts are positioned within the M grade framework on the basis of the required specialist knowledge, professional skills, depth of professional and managerial judgement, and managerial span of control. Broadly speaking the range of capabilities required for junior M grade posts (M9 – M7 inclusive) equate to professional and/or managerial capability equivalent to qualification Level 6. Those occupying senior managerial posts graded M6 to M4 are required to possess **both** professional and managerial skill sets equivalent to Level 7. All three director level chief officer posts are graded as M2a. The professional and managerial capabilities **and** span of control required at director level broadly equate to Level 8. A Level 8 degree of professional and managerial expertise is also required for the post of the Chief Executive and the Deputy Chief Executive. This, alongside the extensive span of control intrinsic to the role of paid head of service for the entire Council workforce, merits the grade of M1 for the Chief Executive and M2 for their deputy.

Supervisory, technical and clerical grades

The council has developed a bespoke grading structure for its supervisory, technical and clerical staff that ranges from the grade of senior officer to clerical scale 1. Broadly speaking the managerial, professional and skill set required for posts graded Senior Officer equate to qualification Level 5, posts graded scale 5-6 equate to Level 4, posts graded scale 3-4 to Level 3, posts graded scale 1-2 require a Level 1-2 skill set.

The Council considers that the relationship between the base salaries of its highest and lowest paid employees, as well as the relationship between the highest paid and the mean and medial salaries of the entire workforce, represents an appropriate, fair and equitable internal pay relationship.

Section 5 – Policies common to all employees

The following elements of remuneration are determined by corporate policies or arrangements which apply to all permanent employees of the Council (including its chief officers and deputy chief officers), regardless of their pay level, status or grading. Full details on any of the policies listed below can be provided on request.

The Council aims to have a streamlined and transparent pay structure and therefore it does not pay performance related or total contribution bonuses, market premiums, location allowances, or subsidy towards child care costs. Pension contributions for all employees opting to join the Local Government Pension Scheme are nationally determined.

Payments on termination of employment

According to the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 the Council has the power to make discretionary payments on early termination of employment. The Council has determined that it will calculate payments made to any eligible employee (including chief officers) who are made redundant or who depart on the grounds of the efficiency of the service by using the Government's statutory redundancy payment calculator formula and the employee's actual weekly pay. For those who depart on the grounds of redundancy or efficiency of the service, or who chose to retire "early", the Council does not increase the employee's total pension scheme membership or award additional pension. This response to the Local Government Pension Scheme (Administration) Regulations 2008 applies to all employees, including chief and deputy chief officers.

The Council's policy is that it does not re-employ anyone (including chief or deputy chief officers) who has left with a severance or redundancy payment, nor does it re-engage them on a self-employed basis with a contract for services.

Car allowances

For those posts where it is deemed that there is an essential requirement for the post holder to use a car to perform their job, and they are normally expected to travel in excess of 2,500 miles per annum in the course of their duties, the post holder either receives a lump sum allowance to contribute towards the associated running costs of the car in accordance with the rates previously set by the National Joint Council or they are allocated a lease car, or they receive a cash equivalent payment as an alternative to a lease car. Those who drive leased cars are required to make their leased car available for the use of all Council employees possessing a suitable driving licence, if so required, (the Council has the appropriate insurance cover).

Telephone allowances

Those employees who are deemed to be essential users of mobile telephones receive a mobile telephone allowance.

Professional fees

Annual professional subscription fees to one relevant professional body are reimbursed to those employees where it is deemed an essential requirement for the post holder to belong to a professional institute.

Reimbursement of removal/relocation costs on appointment and mortgage subsidy scheme

The Council's relocation and mortgage subsidy schemes provide financial assistance (within pre-defined limits) to employees who re-locate from outside

a reasonable travel area to the Borough to take up an appointment with the Council.

Subsistence Allowance

The Council reimburses expenditure on meals, accommodation, and any other expenses necessarily (within pre-defined limits) incurred by employees who have to be away from home on Council business.

Standby and call out allowances

Any employee who is required to undertake standby and call-out duties will be recompensed at the appropriate rate in accordance with the negotiated policy and payment rate for the role.

TONBRIDGE & MALLING BOROUGH COUNCIL

GENERAL PURPOSES COMMITTEE

27 January 2020

Report of the Chief Executive

Part 1- Public

Delegated

1 PAY AWARD 2020

Summary

This report requests Members to give consideration to the matter of a pay award for employees for 2020/21.

1.1 Introduction

1.1.1 Council employees have a term in their contracts which reads “Salaries will be revised on 1 April each year by an amount determined by the Authority having regard to movements in the Retail Price Index, comparative pay settlements and prevailing economic conditions.” In other words this Council determines its own pay awards, and is not tied into the national process of collective bargaining.

1.1.2 The last increase in employees’ salaries was an award of 2.5% in April 2019.

1.1.3 This report considers a range of factors that are relevant to the issue of a pay award for 2020/21.

1.2 Prevailing Economic Conditions

1.2.1 The UK economy is showing some signs of slowing down, and most economic commentators continue to predict a degree of uncertainty in the foreseeable future.

1.2.2 Members will be aware of the on-going need to make savings and transformation contributions in the context of the Medium Term Financial Strategy and the Savings and Transformation Strategy. As reported to the Finance, Innovation & Property Advisory Board on 8th January the latest projected ‘outstanding’ funding gap is in the region of £320,000 although this could change again once the outcome of the expected multi-year local government finance settlement and Fair Funding Review is known later in the year.

1.2.3 On 31 December 2019, in response to the Low Pay Commission’s recommendations on the National Minimum (NMW) and the National Living (NLW)

Wages, the Government announced that the NLW for those over the age of 25 will significantly rise by 6.2% on 1 April 2020 to £8.72 per hour (the current hourly rate is £8.21). This has a marginal impact on this Council's salary scales in that our current scale 1 consists of two spinal column points (309 and 310); assuming a 2.5% pay award spinal column point 309 would fall below the NLW. Therefore, assuming a 2.5% pay award, from 1 April salary scale 1 will consist of just one spinal column point – 310.

1.2.4 The Council continues to have to pay the additional 3.4% in National Insurance contributions (from 1st April 2016) for those employees (the majority) who contribute to the Local Government Pension Scheme, which has required additional funding, owing to the withdrawal of the 'contracting out' of the State Earnings Related Pension Scheme (SERPS).

1.3 Comparative Pay Settlements

1.3.1 At the time of writing, no Kent Authorities have settled their pay awards for 2020/21. We understand that three are proposing increases between 2% and 3% for 2020/21. Sevenoaks, Gravesham and Medway remain tied to the national collective bargaining process.

1:3:2 It may be helpful to Members of this Committee to provide a 10 year historical context for the current recommended pay award. In 2009 the award was 2% with effect from 1 October 2009; in 2010, 2011, and 2012 there were no pay awards and salaries remained "frozen" at the 2009 level, in June 2013, April 2014 and April 2015 there were pay awards of 1%; an award of 2% over 2 years was made for the period April 2016 to March 2018, the award for 2018/19 was 2%, and for 2019/20 it was 2.5%.

1:3:3 Nationally, in 2018, following negotiation, a 2% increase to the salary scale was agreed for 2018/19 and 2019/20. Additionally there were some other adjustments at the lower end of the scale. In June 2019, the union side submitted a claim for a 10% wage increase, an additional day's leave, and a 2 hour reduction in the working week. The employers' side has said they are unlikely to respond to the claim until the new year (Municipal Journal 14.11.2019).

1.4 Retail Price Index

1.4.1 The RPI rate of increase in November 2019 was 2.2% and the Government's preferred measure of inflation, the Consumer Price Index (CPI), was 1.5%. The latest (November 2018) Office for Budget Responsibility's economic and fiscal outlook predicted CPI to return to 2% by 2020.

1.5 General Discussion

- 1.5.1 The factors that are relevant to a consideration of a pay award have been identified in the previous sections of this report.
- 1.5.2 The current rate of inflation suggests that a pay award is necessary. An overriding imperative for the Council is to contain its expenditure on salaries in order to retain a stable employment position that, in turn, will be to the overall benefit of staff, continue the delivery of good quality services, and help to achieve a balanced budget. Maintaining our ability to recruit and motivate staff with the appropriate skill sets to meet the employment challenges ahead is also of vital importance, particularly in the face of stiff 'competition' with private sector remuneration levels in several professions.
- 1.5.3 The Council's employees have been fully informed of the financial challenges facing the Council, via both the JECC and through Unison.
- 1.5.4 Provision for pay award inflation for 2020/21 has been made in the Medium Term Financial Strategy at 2.5%.
- 1.5.5 I feel that it is appropriate to consider an award that recognises the continuing efforts of staff to 'do more with less'. In addition, an award slightly above what might be considered as 'inflationary' will reinforce a message of support and encouragement to our staff who continue to face significant challenges in dealing effectively with the implications of overall cost reduction through re-structuring, shared services, deletion of posts and both the past and the prospect of future change.
- 1.5.6 It is important from a recruitment and retention point of view (particularly for those with professional skills) that we do not fall significantly behind. Therefore I recommend that an award of 2.5% is offered to staff for 2020/21 in order to maintain a competitive position with other employers in the recruitment market.
- 1.5.7 UNISON locally have been informed of the Council's likely pay award and have not raised any objections.

1.6 Legal Implications

- 1.6.1 The Council has a contractual requirement to review our salary levels annually but no obligation to increase them by any set amount or in response to movement in either the RPIJ or the CPI.

1.7 Financial and Value for Money Considerations

- 1.7.1 I believe that the recommended award for 2020/21 is an appropriate response in the light of the Council's budget position.
- 1.7.2 Financial provision in the Medium Term Financial Strategy assumes a 2.5% pay award and would therefore be 'within budget'.

1.8 Risk Assessment

1.8.1 I see no significant risk in the recommendation. However, the Council will need to closely monitor movements in pay awards in future years not only amongst neighbouring authorities but also in the private sector as there is a slight risk that some staff, whom it may be in the Council's interest to retain for the future, may be attracted to the potentially higher rewards elsewhere.

1.9 Equality Impact Assessment

1.9.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

1.10 Policy Considerations

1.10.1 Human Resources

1.10.2 It is appropriate to note that, according to the Members' Allowances Scheme, Member's allowances are normally increased in line with the staff pay award.

1.11 Recommendations

1.11.1 I RECOMMEND a 2.5% pay award, from 1 April 2020.

Background papers:

contact: Julie Beilby

Nil

Julie Beilby
Chief Executive

TONBRIDGE & MALLING BOROUGH COUNCIL

GENERAL PURPOSES COMMITTEE

27 January 2020

Report of the Director of Finance and Transformation

Part 1- Public

Delegated

1 ANNUAL REVIEW OF WHISTLEBLOWING POLICY

This report informs Members of the outcome of the annual review of the Council's Whistleblowing Policy.

1.1 Introduction

1.1.1 The Whistleblowing Policy provides employees and Members with information about how they may report concerns regarding breaches of laws, regulations, policies or procedures committed by other employees or Members of the Council. It also outlines how the Council will deal with those concerns once they have been reported.

1.2 Whistleblowing Policy

1.2.1 The Whistleblowing Policy was last reviewed by the Committee in January 2019. This latest review found that no changes were required at this time.

1.2.2 The Whistleblowing Policy is also to be considered by the Audit Committee at its meeting on 20 January and Members will be informed of any proposed amendments at the meeting.

1.2.3 A copy of the Whistleblowing Policy is attached at **[Annex 1]**.

1.3 Action Following Approval of the Policy

1.3.1 The Policy, once approved, will be circulated to all staff with computer access using Netconsent and made available on the Council website.

1.4 Legal Implications

1.4.1 The Policy is not mandatory, but does comply with best practice and refer to the relevant legislation where appropriate.

1.5 Financial and Value for Money Considerations

- 1.5.1 Providing clear guidelines to staff on how they may report concerns of inappropriate conduct or fraud strengthen the Council's zero tolerance approach to fraud, bribery and corruption.

1.6 Risk Assessment

- 1.6.1 While there is no statutory requirement to have an appropriate mechanism for dealing with whistleblowing, it is relevant to helping the Council comply with associated law. Failure to have an adequate whistleblowing mechanism carries significant reputational risk.

1.7 Equality Impact Assessment

- 1.7.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

1.8 Policy Considerations

- 1.8.1 Crime & Disorder Reduction

1.9 Recommendations

- 1.9.1 Members are asked to **approve**, subject to any required amendments, the Whistleblowing Policy attached at **[Annex 1]**.

Background papers:

contact: Francesca Chivers

Nil

Sharon Shelton
Director of Finance and Transformation

WHISTLEBLOWING POLICY



January 2020

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TONBRIDGE & MALLING BOROUGH COUNCIL WHISTLEBLOWING POLICY

A confidential reporting policy for all Members, employees and contractors

1. Introduction

- 1.1 Tonbridge & Malling Borough Council operates within legal requirements and regulations and expects its employees to co-operate in this by adhering to all laws, regulations, policies and procedures. The Council recognises that employees are often the first to realise that there may be something seriously wrong within the Council. However, they may not express their concerns because they feel that speaking up would be disloyal to their colleagues or to the Council. They may also fear harassment or victimisation. In these circumstances it may be easier to ignore the concern rather than report what may just be a suspicion of malpractice.
- 1.2 The Public Interest Disclosure Act 1998 (the 1998 Act) contains measures which help to promote greater openness between employers and employees in the workplace and supports a structure for whistleblowing. The 1998 Act:
- a) *is designed to give statutory protection to employees who “blow the whistle” on their employer’s malpractice; and*
 - b) *although not requiring the Council to set up an appropriate mechanism for dealing with whistleblowing, makes clear the important role that such a mechanism can play in helping the Council comply with the law.*
- 1.3 The Council is committed to the highest possible standards of openness, probity and accountability. In line with that commitment we expect and support employees, and others that we deal with, who have serious concerns about any aspect of the Council's work to come forward and voice those concerns. This policy is intended to encourage and enable individuals to raise concerns within the Council, without fear of reprisals, rather than overlooking a problem or “blowing the whistle” outside. The policy does, however, recognise that individuals must be able to take matters further if they are dissatisfied with the Council’s response.

2. Definition of Whistleblowing

- 2.1 *‘Whistleblowing’ means the disclosure of malpractice or wrongdoing within an organisation.*

3. Aims and Scope of this Policy

- 3.1 The Whistleblowing Policy aims to:

- encourage you to feel confident about raising concerns and to question and act on those concerns;

- provide a way for you to raise concerns and receive appropriate feedback on any action taken;
- confirm that all concerns raised will be examined and the Council will assess what action should be taken;
- reassure you that you will be protected from possible reprisals or victimisation if you have made a disclosure in good faith; and
- provide ways for you to take the matter further if you are dissatisfied with the Council's response.

3.2 The *Whistleblowing Policy* is intended to cover concerns that fall outside the scope of the Council's Grievance Procedure which enables employees to lodge a grievance relating to their employment. This Policy is also intended to cover concerns that fall outside the scope of the Council's corporate complaints procedures and other statutory reporting procedures. These may include:

- any unlawful act, whether criminal (e.g. theft) or a breach of the civil law (e.g. slander or libel)
- health and safety risks, including risks to the public as well as to other employees (e.g. faulty electrical equipment)
- damage to the environment (e.g. pollution)
- the unauthorised use of public funds (e.g. expenditure for improper use)
- possible fraud and corruption
- inappropriate or improper conduct (e.g. abuse of power, bullying / harassment)
- serious failure to comply with appropriate professional standards (e.g. National Code of Local Government Conduct)
- breach of Council or statutory codes of practice or the Council's standing orders (e.g. Officers' Code of Conduct)
- discrimination on the grounds of race, colour, creed, ethnic or national origin, disability, age, sex, sexual orientation, marital status or class
- abuse of children and vulnerable adults (e.g. through physical, sexual, psychological or financial abuse, exploitation or neglect)
- other unethical conduct.

4. Who does this Policy Cover?

4.1 This policy applies to disclosures made in relation to or by:

- any employee of the Council, either under contract of employment or apprenticeship
- any Member of the Council
- any contractors, their agent, subcontractors and suppliers working with or on behalf of the Council
- consultants and agency staff working with or for the Council
- any organisation working in partnership with the Council.

5. Supporting the Individual Raising a Concern

5.1 **Harassment or Victimisation:** The Council is committed to good practice and high standards. The Council also recognises that the decision to report a concern can be a difficult one to make. It will not tolerate harassment or victimisation of whistle-blowers and will take action to protect individuals who raise concerns in good faith.

Any investigation into allegations of potential malpractice will not influence or be influenced by any disciplinary or redundancy procedures that may already affect the individual. However, this does not mean that if the individual is already the subject of disciplinary or redundancy procedures, that those procedures will be halted as a result of raising a concern under this policy.

5.2 **Confidentiality:** Individuals are encouraged to put their name to any allegation; however you are not required to do so and can make a report anonymously. Anonymity can hamper any investigation should further information be required however anonymous reports will be considered, taking into account:

- the seriousness of the issues raised;
- the credibility of the concern; and
- the likelihood of confirming the allegation from attributable sources.

All concerns will be treated in confidence and the Council will do its best to protect the individual's identity when they do not want their name to be disclosed. It must be appreciated that the investigation process may reveal the source of the information and a statement by the individual raising the concern may be required as part of the evidence. If the situation arises where the Council is not able to resolve the concern without revealing the individual's identity, this will be discussed with the individual in an attempt to identify how the matter can be progressed.

- 5.3 **Untrue Allegations:** Any individual who makes an allegation in good faith, but which is not subsequently confirmed by the investigation, will have no action taken against them. If, however, an individual makes malicious or vexatious allegations or an allegation for personal gain, disciplinary action may be taken against them.

6. How to Raise a Concern

- 6.1 When an individual wishes to raise a concern, they will need to identify the issues carefully. An individual must be clear about the standards against which they are judging practice. They should consider the following:

- Is it illegal?
- Does it contravene professional codes of practice?
- Is it against government guidelines?
- Is it against the Council's guidelines?
- Is it about one individual's behaviour or is it about general working practices?
- Does it contradict what the employee has been taught?
- Has the employee witnessed the incident?
- Did anyone else witness the incident at the same time?
- Where an individual is unsure whether to raise a concern they should contact the Internal Audit and Fraud Team for advice.

- 6.2 Members should raise a concern in the first instance with the Chief Executive, Monitoring Officer or S151 Officer. Employees should raise concerns in the first instance with their immediate Line Manager or Service Manager, if possible. Similarly, non-employees (e.g. agency workers or contractors) should raise a concern in the first instance with their contact within the Council, usually the person to whom they directly report.

- 6.3 In some cases, the nature, seriousness or sensitivity of the concern or the individuals involved in the activities causing concern means that this may not always be appropriate. If a person feels they cannot raise their concern with their immediate management/contact, they are able to go directly to the Audit and Assurance Manager.

- 6.4 Individuals may also contact the Internal Audit and Fraud Team for advice/guidance on how to pursue matters of concern or if, having raised the concern with the immediate manager/contact, they feel there has not been an appropriate response.

6.5 In the event of a concern being of an extreme and potentially serious nature, individuals may raise the matter directly with the Chief Executive.

6.6 Once an employee is certain that the concern should be raised, the following action should be considered:

- Concerns may be raised verbally or in writing. Employees who wish to make a written report should give the background and history of the concern and the reason why they are particularly concerned about the situation. The earlier concerns are expressed the easier it is to take action. A form is available at Appendix 1 of this policy for those wishing to raise a concern in writing.
- If the employee wishes, they may ask for a private meeting with the person to whom they wish to make the complaint. An employee may take a Trade Union representative or work colleague with them as a witness or for support. The employee should take to the meeting, if possible, dated and signed written supporting statements from anyone who can also confirm the allegations.
- When making the complaint verbally the employee is encouraged to write down any relevant information and date it. Copies of all correspondence and relevant information should be retained.
- The employee should ask the person to whom they are making the complaint what the next steps will be and if anything more is expected of them.

6.7 Although the individual raising the concern is not expected to prove the truth of an allegation, they will need to demonstrate to the person contacted that there are sufficient grounds for the concern.

7. How the Council will Respond

7.1 Once a concern is raised the appropriate Council manager is responsible for making initial enquiries, taking advice from Personnel and/or Internal Audit and Fraud Team to help decide if an investigation is appropriate and if so, what form it should take. In determining the action to be taken, the Council will take into consideration public interest and whether the concerns or allegations fall within the scope of and may be dealt with under other specific procedures such as the Council's Grievance Procedure.

7.2 Concerns raised may:

- be resolved by agreed action without the need for investigation;
- be investigated by management;
- be investigated by the Internal Audit and Fraud Team and or Personnel;

- be referred to the Police;
- be referred to the External Auditor.

7.3 As soon as possible, and in any case within 10 working days of a concern being raised, the person handling the matter will either write to or email the individual raising the concern acknowledging that it has been raised and indicating how, as far as possible, it will be dealt with. The individual will be kept informed of progress and will receive a full and final response, subject to any legal constraints.

7.4 The amount of contact between the persons considering the issues and the individual(s) raising the concern will depend on the nature of the matters raised, the potential difficulties involved and the clarity of the information provided. If necessary to pursue investigation activity, the Council will seek further information from the individual. Where any meeting is arranged, the individual may be accompanied by a union or professional association representative or a friend or colleague.

7.5 The Council will take steps to minimise any difficulties which individuals may experience as a result of raising a concern. For instance, if you are required to give evidence in criminal or disciplinary proceedings, the Council will arrange for you to receive advice and support in doing this.

8. How the Matter can be Taken Further

8.1 This policy is intended to provide individuals with an avenue to raise concerns within the Council. The Council hopes that those using this process will be satisfied with the way their concerns are treated and any investigations that may be carried out. However, if they are not satisfied, or feel it is right to take the matter outside the Council, the following are possible contact points:

- The Council's External Auditor, currently Grant Thornton UK LLP (Tel: 020 7728 2936, paul.dossett@uk.gt.com)
- Public Concern at Work (Tel: 020 7404 6609, www.pcaw.co.uk) who are a registered charity whose services are free and confidential
- The local Citizens Advice Bureau
- Relevant professional bodies, Trade Unions or regulatory organisations
- Unison's whistle-blower's hotline 0800 597 9750
- The Police
- A solicitor

- The Local Government Ombudsman.

8.2 If individuals do feel it is right to take the matter outside the Council, they will need to ensure that confidential information is not disclosed. Advice and guidance on this issue may be sought from the Internal Audit and Fraud Team or the Council's Monitoring Officer.

9. Review and Approval of this Policy

9.1 This Policy is owned by the Director of Finance and Transformation and reviewed by the Chief Audit Executive on her behalf.

9.2 The Whistleblowing Policy will be reviewed at least annually by the Audit Committee for recommendation to the General Purposes Committee for approval. The most recent review was undertaken in January 2020 with the next review due January 2021.

Appendix 1

WHISTLEBLOWING POLICY - REPORT OF A CONCERN

Give a description of the concern including any serious risk to persons or property.

Give details of the information that you have relating to the concern, e.g. what evidence do you have that gives rise to your concern.

Have you previously raised this concern? If so, with whom and what action was taken?

Give details about yourself – Please note you are not required to do so and can make a report anonymously, which will still be considered, however this can hamper any investigation should further information be required. All concerns will be treated in confidence and every effort will be made not to reveal your identity if you so wish. At the appropriate time, however, you may need to come forward as a witness.

Name.....

Contact details.....

I understand that this concern is being raised under the Council's Whistleblowing Policy and have read and understood the Policy.

Signed..... Date.....

TONBRIDGE & MALLING BOROUGH COUNCIL

GENERAL PURPOSES COMMITTEE

27 January 2020

Report of the Director of Central Services

Part 1- Public

Matters for Information

1 GENDER PAY GAP REPORT 2018 – 2019

This report summarises the legislative context for gender pay gap reporting, and incorporates the outcomes of the Council's gender pay gap analysis for 2018/19.

1.1 Gender Pay Gap Reporting 2019

1.1.2 The gender pay gap obligations were introduced in 2017 alongside the existing requirements for specified public bodies, including publishing annual information to demonstrate compliance under the Public Sector Equality Duty (PSED) and publishing equality objectives every four years.

1.1.3 The Mandatory Gender Pay Gap Reporting requires that organisations should capture data as a snapshot on 31 March and then publish their findings no later than 30 March of the following year. It is similarly required that the data on their websites is maintained for three years in order to show progress made.

1.1.4 There is also a requirement for organisations to report on differences in bonus payments but this does not apply since TMBC do not pay bonus payments to any staff.

1.1.5 The Equality and Human Rights Commission defines the difference between equal pay and the gender pay gap as follows:

1. Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.

2. The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

1.1.6 Salaries at TMBC are determined through a grading system which evaluates the job and not the post holder. It makes no reference to gender or any other personal characteristics of existing or potential job holders. Therefore, we are confident that TMBC is paying the same salary to roles of equal value.

1.1.7 The data below represents the gender pay gap snapshot data for TMBC as at 31 March 2019 and is presented as required by the regulations. For comparison purposes, the previous two year's data is included (note we do not hold any comparative data before 2017 as this was the first year required to report). This information will be updated annually.

1.2 Gender Pay Gap Analysis

1.2.1 Mean and Median gender pay gap 31 March 2019

Mean gender pay gap in hourly rate as a percentage of men's pay:

2019	2018	2017
19.66%	22.63%	23.9%

Median gender pay gap in hourly rate as a percentage of men's pay:

2019	2018	2017
29.52%	32.71%	33.6%

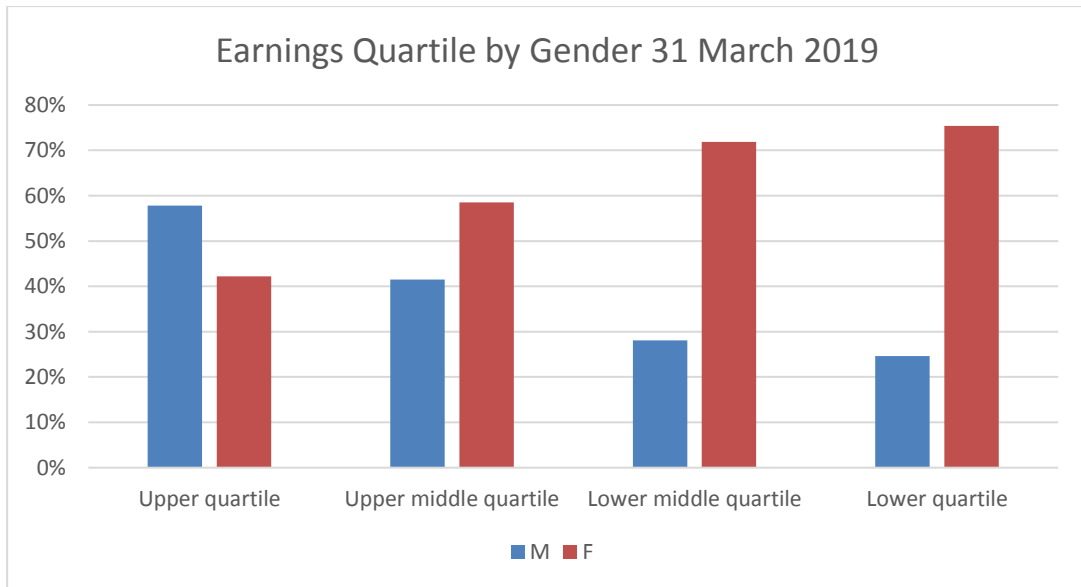
1.2.2 Analysis of staff by gender in each pay quartile

	2019	2018	2017
Upper quartile			
Percentage of males in the quartile	57.8%	59.68%	56.3%
Percentage of females in the quartile	42.2%	40.32%	43.8%
Upper middle quartile			
Percentage of males in the quartile	41.5%	39.68%	42.9%
Percentage of females in the quartile	58.5%	60.32%	57.1%
Lower middle quartile			
Percentage of males in the quartile	28.1%	26.2%%	26.6%
Percentage of females in the quartile	71.9%	73.8%	73.4%
Lower quartile			
Percentage of males in the quartile	24.6%	23.81%	19.0%
Percentage of females in the quartile	75.4%	77.78%	81.0%

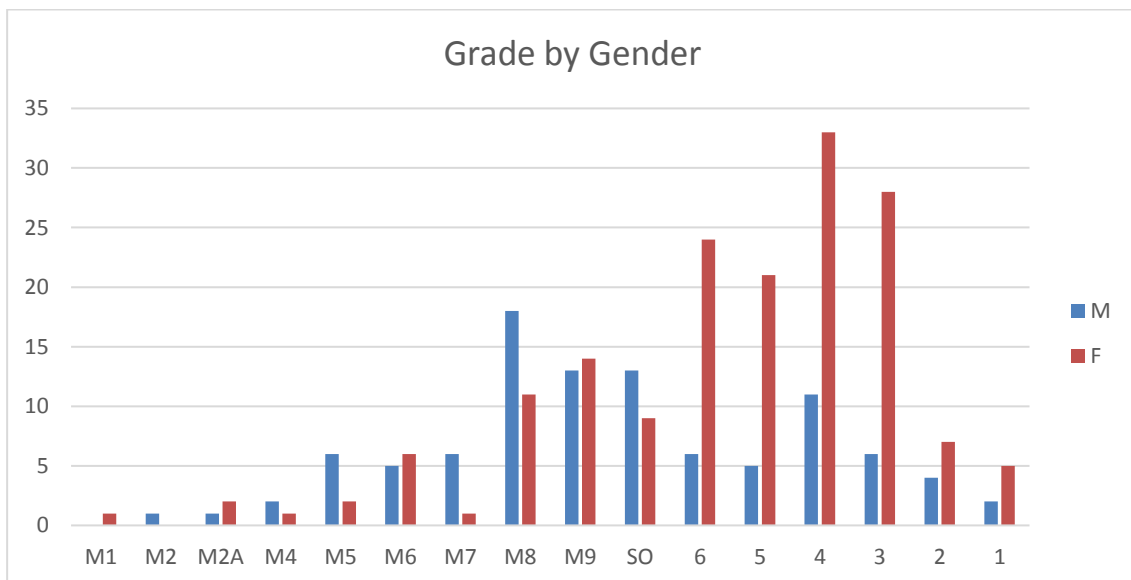
1.2.3 It is positive that both the mean and median pay gap have decreased by approximately 3% in the past 12 months and at a faster rate than between 2017 and 2018. As TMBC has historically had a relatively low turnover of staff it was not expected to see a large overturn in the gender pay gap during a comparatively short time period of twelve months.

1.3 Actions to try to address the Gender Pay Gap 2019

1.3.1 As can be seen from the graphs below, the Lower Middle and Lower Earnings Quartiles show the largest disparity between the number of women (higher) and men (lower). This has been the case since we began annually reporting the gender pay gap but this is beginning to slowly decrease year on year.



1.3.2 The graph below further highlights the disparity in grades 3 to 6. In brief, it would appear that women are more likely to apply for, be appointed to, and remain in lower graded posts than men.



1.3.3 The Government Equalities Office have published guidance for employers on “Reducing the gender pay gap and improving gender equality in organisations”. In brief the guidance offered suggests the following actions.

1. Include multiple women in shortlists for recruitment and promotion.

2. Use skills-based assessment tasks in recruitment.
3. Use structured interviews for recruitment and promotion.
4. Encourage salary negotiation by showing salary ranges.
5. Introduce transparency to promotion, pay and reward processes.
6. Appoint diversity managers and/or diversity task force.
7. Improve workplace flexibility for men and women.
8. Encourage the uptake of Shared Parental Leave.
9. Recruit returners.
10. Offer mentoring and sponsorship.
11. Offer networking programmes.
12. Set internal targets.

1.3.4 Whilst the majority of these actions are being observed to a greater or lesser extent at TMBC, the Council's gender gap profile suggests that it is the lack of men in lower graded jobs that is the cause of the extent of the gap. TMBC have contracted out several services (e.g. refuse, street cleansing, leisure centres) where there are often lower paid jobs filled by men in the majority, which goes some way to explain why TMBC's pay gap is higher than some comparative councils across Kent.

1.3.5 During the past twelve months a number of initiatives have been put in place including the review of certain job titles used at the point of recruitment to ensure gender neutrality and/or to overcome the bias of tradition. For example, the title "Assistant" has been replaced "Advisor" where appropriate.

1.3.6 All recruitment literature for jobs is written in such a way to attract male, as well as female, applicants. This will be continually monitored and considered each time a new role becomes vacant.

1.3.7 The Council is confident that it does not discriminate at any stage of the recruitment process. Ring fencing lower graded jobs where we have a higher proportion of female staff specifically just for men is not considered an appropriate course of action to take.

1.3.8 The Council would like to see the gap continue to reduce by as much as reasonably possible each year. We will discuss the latest figures with colleagues at the next JECC meeting taking place in February 2020 with a view to discussing and agreeing further future initiatives which will hopefully see the current trend of the pay gap decreasing continue over time.

1.4 Summary

1.4.1 Overall, the headline message is a positive one, with both the mean and median pay gaps narrowing by approximately 3 per cent over the last 12 months reporting period and by over 4% since figures were first published in 2017.

1.4.2 It should also be noted that the majority (60%) of the Council's Senior Management Team are female.

1.5 Legal Implications

1.5.1 The data included in this report has been calculated and presented according to the requirements of The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

1.6 Financial and Value for Money Considerations

1.6.1 The regulations also require those authorities that award bonuses to publish the mean and median gender bonus gaps and the proportion of men and women who receive bonuses. There is no record of such gaps in the above tables as this Council does not operate a performance related or total contribution pay scheme, and therefore does not award bonuses to staff.

1.7 Risk Assessment

1.7.1 The Council's grading structure is such that in most pay grades there are a maximum of 4 increments; which assists with internal equity.

1.7.2 The Council supports flexible working, for both men and women, such as job sharing, part time working, and flexible retirement.

1.8 Recommendations

1.8.1 The Committee is asked to note the outcomes of the gender pay gap analysis as reported in Section 1:2 of this report.

Background papers:

Nil

contact: Mathew Brooks,
Senior HR Adviser

Adrian Stanfield
Director of Central Services & Deputy Chief Executive

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Agenda Item 8

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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Agenda Item 9

The Chairman to move that the press and public be excluded from the remainder of the meeting during consideration of any items the publication of which would disclose exempt information.

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INFORMATION**

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Agenda Item 11

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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