



PERSONNEL COMMITTEE

2.00 PM - MONDAY, 14 JANUARY 2019

COMMITTEE ROOM 1/2 - PORT TALBOT CIVIC CENTRE

PART 1

1. Declarations of Interest

Report of the Assistant Chief Executive and Chief Digital Officer

2. Creation of a Commercial Co-ordinator Post (*Pages 5 - 16*)

Report of the Head of Streetcare Services

3. Foundation Apprentices - Highways & Drainage Services (*Pages 17 - 24*)

Report of the Head of Human Resources

4. Development of actions to close the Council's Gender Pay Gap (*Pages 25 - 38*)
5. Implementation of the New Local Government Services (LGS) Pay Spine (*Pages 39 - 58*)
6. Devolution of Teachers Pay (*Pages 59 - 66*)
7. Urgent Items
Any urgent items at the discretion of the Chairperson pursuant to Section 100B(4)(b) of the Local Government Act 1972.
8. Access to Meetings
That pursuant to Section 100A(4) and (5) of the Local Government Act

1972, the public be excluded for the following items of business which involved the likely disclosure of exempt information as defined in Paragraph 12 and 15 of Part 4 of Schedule 12A of the above Act.

PART 2

Private Report of the Head of Participation

9. Access Managed Services Division of the Education, Leisure and Lifelong Learning Directorate (*Pages 67 - 74*)
10. Changes to the staffing structure of the Countryside - Margam Park Section of the Education, Leisure and Lifelong Learning Directorate (*Pages 75 - 84*)

Private Report of the Principal Human Resource Manager

11. Proposal to Revise the Early Retirement / Voluntary Redundancy / Compulsory Redundancy (ER/VR/CR) Scheme for the Chief Executive and Chief Officers (*Pages 85 - 112*)

S.Phillips
Chief Executive

Civic Centre
Port Talbot

Tuesday, 8 January 2019

Committee Membership:

Chairperson: **Councillor D.Jones**

Vice **Councillor S.Paddison**
Chairperson:

Members: Councillors S.Bamsey, D.Cawsey, J.Hale,
N.T.Hunt, R.G.Jones, S.A.Knoyle, E.V.Latham,
S.Miller, S.Renkes and A.J.Taylor

Non-Voting Councillors C.Clement-Williams, D.W.Davies,
Members: A.R.Lockyer, P.A.Rees, P.D.Richards and
A.Wingrave

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PERSONNEL COMMITTEE

14th January 2019

REPORT OF THE ASSISTANT CHIEF EXECUTIVE AND CHIEF DIGITAL OFFICER –
Mrs Karen Jones

CREATION OF A COMMERCIAL CO-ORDINATOR POST

Matter for Decision

Purpose of Report

To seek authority to create a new post of Commercial Co-ordinator, reporting to the Assistant Chief Executive and Chief Digital Officer funded in the first two years of operation from the Income Generation specific reserve.

Background

Elected Members have emphasised the importance of identifying new sources of income to sustain services whilst contributing to the strategies relied upon to achieve a balanced budget. This commitment is expressed in the Corporate Plan 2018-2022.

During 2018, the Association of Public Services Excellence (APSE) has been providing support to the Council to develop a more commercial approach. The support provided has enabled the Council to quickly understand what is working in other local authorities and to identify a short list of topics where it is considered appropriate to target additional income in the early phases of our work.

As valuable as the support from APSE is, reliance on an external organisation does not make for a sustainable approach. Consequently, the Council needs to create its own capability for taking forward its commercialisation work.

Proposal

APSE advice is that we should create a new post of Commercial Co-ordinator. In the first instance, it is proposed that the post should report to the Assistant Chief Executive and Chief Digital Officer, however, this arrangement may be reviewed and amended if, with the benefit of experience, it becomes apparent that the post would be better located elsewhere in the Council.

The post has been job evaluated as a Grade 10 (£35,229 - £39,961 per annum).

A business case is currently being developed to include the proposal that a market pay supplement be approved to enhance the salary of this post to £45,000 per annum. The market pay supplement would therefore, be paid at a maximum of £9,771 per annum and a minimum of £5,039 per annum.

A job description and person specification has been developed and is attached for Members' reference at Appendix 1.

It is considered unlikely that there are suitably qualified people already working in the Council, consequently, in order to make progress at some pace, it is requested that this post be immediately and simultaneously advertised externally and internally. The longer the post takes to fill with an appropriate person, the longer the Council is likely to be reliant on external support, or, the longer it will take to bring forward viable and suitable proposals to increase new income streams.

Equality Impact Assessment

In order to assist the authority in discharging its duty under the Equality Act 2010, an Equality Impact Assessment Screening Form has been completed and the outcome is that a full equality impact assessment is not required.

The Equality Impact Screening Assessment is at Appendix 2.

Financial Impact

There is no base budget identified to cover the cost of this post. It is proposed that the cost of the post in year 1 and year 2 be met from the Income Generation specific reserve that has been set aside to fund the Council's income generation work. During this period, it will be possible to evaluate the impact of the post. Beyond this period, funding for the post would need to be evidenced from a business case and incorporated into the main revenue budget arrangements.

A Financial Appraisal is included at Appendix 3.

Workforce Impacts

Consultation

The members of the Income Generation Working Group have been consulted about the proposal and are supportive of what is being put forward to the committee.

Legal Impacts

There are no legal impacts associated with this post.

Risk Management

There are no risks associated with this post.

Consultation

There is no requirement under the Constitution for external consultation on this item.

Recommendations

It is RECOMMENDED that Members APPROVE the establishment of a new post of Commercial Co-ordinator, reporting to the Assistant Chief Executive and Chief Digital Officer, funded in the first two years of operation from the Income Generation specific reserve.

FOR DECISION

Reason for Proposed Decision

To deliver the Council's expressed priority to develop new sources of income to underpin Council operations.

Appendices

Appendix 1 -Job Description and Person Specification – Commercial Co-ordinator

Appendix 2 – Equality Impact Assessment Screening Form

Appendix 3 - Financial Appraisal

Officer Contact

Mrs Karen Jones

Assistant Chief Executive and Chief Digital Officer

Telephone: 01639 763284

E mail k.jones3@npt.gov.uk

Neath Port Talbot County Borough Council

Job Description – Commercial Co-ordinator

Job Title	Commercial Coordinator
Purpose of job	<p>To provide corporate and cross-Directorate support for the initiation, evaluation, development and implementation of commercial initiatives and activities.</p> <p>To ensure that NTP’s pipeline of commercial initiatives and activities retains direction and momentum.</p> <p>To provide commercial expertise, based on a robust understanding of market dynamics and commercial concepts - eg: marketing, sales, business development, cost management and profit and loss.</p> <p>To act as the ‘Commercial Ambassador’ for NPT, leading the development of a more commercial approach to service operations in both internal and external contexts.</p>
Responsible to	Assistant Chief Executive and Chief Digital Officer
Responsible for:	<p>No direct line management responsibilities.</p> <p>Oversight of (virtual) project teams tasked with the development and delivery of commercial initiatives.</p> <p>Oversight of external support when identified as being necessary</p>
Main responsibilities	<ol style="list-style-type: none"> 1. To be the principal advisor to the Council on commercial approaches which are a good fit with the strategic objectives and values of the Council. 2. To continuously research leading practice in generating income and to assess the feasibility of such approaches within a Neath Port Talbot context. 3. To help identify new business development opportunities and how the council might take advantage of those opportunities 4. To advise Members and Chief Officers on the merits/demerits of income generation and commercial ideas 5. To coordinate the activities of the Income Generation Panel and to ensure that projects proceed in line with agreed governance arrangements. 6. To convene meetings of the ‘Dragons Den’ and ensure that all

	<p>ideas are robustly assessed on the basis of a five case business model approach.</p> <ol style="list-style-type: none"> 7. To develop a whole-council approach to the process of generating and evaluating income generation and commercial ideas – including completing all relevant documentation and providing/commissioning skills training where appropriate. 8. To act as a ‘knowledge hub’ for all income generation and commercial activities across the Council to minimise duplication of effort and to make optimum use of colleagues’ knowledge and expertise. 9. To support the production of business cases using the Five Case model. 10. To support the implementation of income generation and commercial activities via participation in virtual project teams. 11. To make an active contribution to the overall development of the Council
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Person Specification

	Requirement	Essential/desirable	How Tested
Qualifications	Educated to at least Degree level in a relevant discipline – eg: Business Studies, Management.	Essential	Inspection of certificates
	Post-graduate certificate in a relevant commercial discipline, eg marketing, sales, business development	Essential	Inspection of certificates
	Project management	Desirable	Inspection of certificates
Experience	Proven experience of:		
	Coordination/management commercial project pipelines.	Essential	CV and Interview
	Production of market-driven business cases.	Essential	CV and Interview
	Marketing and business development.	Essential	CV and Interview

	Implementation of commercial services	Essential	CV and Interview
	Advisory role in virtual teams.	Essential	CV and Interview
	Exposure to local government/public sector.	Desirable	CV and Interview
	Commercial finance and accounting.	Desirable	CV and Interview
Skills/Knowledge	Effective communication – verbal and written.	Essential	CV and Interview
	Computer literacy – including Word, Excel.	Essential	CV and Interview
	Demonstrable responsibility for the production of business cases – particularly using the Five Case model.	Essential	CV and Interview
	Understanding of commercial finance and accounting.	Essential	CV and Interview
	Understanding of risk management, contract management and change management within a commercial environment	Essential	CV and Interview
	Knowledge of the legislative framework applied to local government income generation in Wales	Desirable	CV and Interview
Personal characteristics	Methodical and outcome focused.	Essential	CV and Interview
	Analytical and questioning.	Essential	CV and Interview
	Tenacious - starter/ finisher.	Essential	CV and Interview
	Positive outlook.	Essential	CV and Interview
	Collaborator.	Essential	CV and Interview
	Enthusiastic and energetic.	Essential	CV and Interview

	Mobility – ability to travel around the county borough and more widely	Essential	CV and Interview
	Welsh – ability to speak and write in Welsh	Desirable	CV and Interview

SETUP COSTS

	Current Year £
<u>Costs</u>	
Recruitment Costs	
Accommodation Costs	
Office Costs	
I.T.	
Other (Specify)	
Total Set Up Costs	0
<u>Funding of Set Up Costs</u>	
Revenue Budget	
Reserves	
Special Grant:	
Other (Specify)	
Total Funding of Set Up Costs	0

RECURRING COSTS:

	Current Year £	Full Year £	Maximum £
<u>Costs</u>			
Salary (See next page)	10,351	62,107	62,107
Employee Training & Seminars			
Accommodation Running Costs			
Travel & Subsistence (Standby Allowance)			
Other Running Costs - Office Supplies			
Other Running Costs - IT.			
Total Recurring Costs	10,351	62,107	62,107
<u>Funding of Recurring Costs</u>			
<u>External Sources</u>			
Specific Grant			
Funding from External Agencies			
Service Level Agreement			
Other (Specify)			
<u>Internal Sources</u>			
Existing Budget Allocation			
Other (Funded from Reserve)	10,351	62,107	62,107
Total Funding	10,351	62,107	62,107

Please refer to this table in the Financial Appraisal section of the report.

FINANCIAL APPRAISAL – SALARY DETAILS

APPENDIX (CONTINUED)

POST	PROPOSED CHANGE (New Post / Delete / Regrade)	PAY GRADE		COST / (SAVING)		
		Current	Proposed	Current Year £	Full Year £	Maximum £
1.0 Commercial Co-ordinator	New Post		Grade 10 plus market pay supplement	10,351	62,107	62,107
Total				10,351	62,107	62,107

Please ensure that you refer to the Draft Screening Form Guidance while completing this form. If you would like further guidance please contact Corporate Strategy or your directorate Heads of Service Equality Group Champion.

Section 1

What service area and directorate are you from?

Service Area: Assistant Chief Executive & Chief Digital Officer

Directorate:

Q1(a) What are you screening for relevance?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X

(b) Please name and describe below

Q2(a) What does Q1a relate to?

Direct front line
service delivery

Indirect front line
service delivery

Indirect back room
service delivery

(H)

(M)

X (L)

(b) Do your customers/clients access this service...?

Because they
need to

Because they
want to

Because it is
automatically provided to
everyone in NPT

On an internal
basis
i.e. Staff

(H)

(M)

(M)

X (L)

Q3 What is the potential impact on the following protected characteristics?

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh language	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Q4(a) How visible is this service/function/policy/procedure/ project/strategy to the general public?

High visibility
to general public

Medium visibility
to general public

Low visibility
to general public

(H)

X (M)

(L)

(b) What is the potential risk to the council’s reputation? (*Consider the following impacts – legal, financial, political, media, public perception etc...*)

High risk
to reputation
 (H)

Medium risk
to reputation
x (M)

Low risk
to reputation
(L)

Q5 How did you score?
Please tick the relevant box

MOSTLY H and/or M → **HIGH PRIORITY** → **EIA to be completed**
Please go to Section 2

MOSTLY L → **LOW PRIORITY / NOT RELEVANT** → **Do not complete EIA**
Please go to Q6 followed by Section 2

Q6 If after completing the EIA screening process you determine that this service/function/policy/project is not relevant for an EIA you must provide adequate explanation below (Please use additional pages if necessary).

There is a need to introduce this post as the Council needs to create its own capability for taking forward its commercialisation work as recommended by the Association of Public Services Excellence (APSE).

There are no immediate equality impacts. All recruitment processes will be undertaken in compliance with employment legislation and internal recruitment policies and conducted with the Equality Act 2010 provisions in mind.

Section 2

Screeener- This to be completed by the person responsible for completing this screening
Name: Caryn Furlow
Position: Strategic Manager – Policy and Democratic Services
Telephone Number: 01639 763242
Date: January 4 th 2019
Approval by Head of Service
Name: Karen Jones
Position: Assistant Chief Executive and Chief Digital Officer
Date: January 4 th 2019

Please ensure this completed form is filed appropriately within your directorate because it may be required as evidence should a legal challenge be made regarding compliance with the Equality Act 2010.

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee.

14th January 2019

Report of the Head of Streetcare

M. Roberts

Matter for Decision

Wards Affected: All Wards

Foundation Apprentices – Highways & Drainage Services

Purpose of Report

- 1 The purpose of this report is to seek Members approval to provide Foundation Apprenticeship opportunities by creating 4 posts within the capital works teams, within Highways & Drainage Services.

Background.

- 2 Highways & Drainage Services has previously had Apprentice Training Programmes. The last Apprentice intake was 2017 and those trainees are successfully undertaking their Apprenticeships at the present time, whilst the majority of previous intakes are now working in office and front line positions.
- 3 The Highways & Drainage Services age profile indicates that a substantial number of staff will be retiring in the next ten years so in order to ensure that necessary skills and experience are available and retained within the Authority it is vital that apprenticeships continue to be made available.
- 4 The creation of apprenticeship opportunities would enhance the employment prospects of a number of local young people as well as make a contribution towards a more diverse Council workforce in terms of age profile.

Proposal.

- 5 Previously apprentices would have been appointed to an NVQ level 3 Modern Apprenticeship scheme from day one. However, in the current circumstances, in order to maximise the number of opportunities which can be provided, it is proposed to appoint individuals as Foundation Apprentices and to pay a training allowance for a two year fixed term contract leading to the proposed trade / occupation. A decision would then need to be made about which of the following options is most appropriate at that time;
 - a. Continuation to a full apprenticeship to complete a NVQ 3 Qualification.
 - b. Appointment to a permanent position within the structure if available.
 - c. Cessation of the Apprenticeship arrangement, having provided the individual/s concerned with valuable first class training opportunity.
- 6 The four post identified for 2018/2019 Foundation Apprenticeships would be Roadworker Apprentices in the Capital Works Gangs.
- 7 The Foundation Apprenticeships would be delivered via Pathways Training based in Neath Port Talbot College (NPT Group) as part of the national apprenticeship programme led by the Welsh Government. Advertisement would be made on the Neath Port Talbot County Borough Council Website and across the partnership including the Careers Service via Neath Port Talbot College (NPTC Group) and the Neath Port Talbot Learning Promotion Group.
- 8 If Members approve the four apprenticeships, it will be necessary to create an equivalent number of Apprentice posts on the Streetcare Staffing Structure.

Financial Impact

- 9 Costs for these posts would be charged to capital works that the service is engaged in and are therefore not expected to have any revenue impact. Each post, including relevant employer costs would be in the sum of £14,833 per annum for the initial two year period based on the current £5.90 per hour

pay rate for an 18-20 year old. This figure may fluctuate dependent upon age of the candidate and applicable National Living Wage.

Financial Appraisal – Appendix 1.

Equality Impact Assessment

- 10 An Equality Impact Screening Assessment has been undertaken to assist the Council in discharging its legislative duties, which identified that there are no equality issues.

Sustainable Development

- 11 The recruitment of apprentices will help ensure that the delivery of in-house services remains sustainable going forward.

Workforce Impact

- 12 The employment of apprentices will mitigate against skills shortages in future.

Legal Impact

- 13 There are no legal impacts associated with this report.

Risk Management

- 14 There are no risk management issues associated with this report.

Consultation

- 15 There is no requirement under the Constitution for external consultation on this item.

Recommendation(s)

- 16 It is recommended that Members approve the creation of four Foundation Apprentices within the capital works teams of Highways & Drainage Services.

Reason for Proposed Decision(s)

- 17 To assist in Highways & Drainage Services succession planning programme needed to supplement trades where skills will be lost due to retirement.

Implementation of Decision

- 18 The decision is proposed for immediate implementation

Appendices

- 19 Appendix 1 – Financial Appraisal
Appendix 2 - Equality Impact Screening Assessment.

List of Background Papers

- 20 None.

Officer Contact

- 21 Mr Steve Owen, Highways & Drainage Services Manager. Tel: 01639 686304 or e-mail: s.owen@npt.gov.uk

FINANCIAL APPRAISAL

SETUP COSTS

	Current Year £
<u>Costs</u>	
Recruitment Costs	
Accommodation Costs	
Office Costs	
I.T.	
Other (Specify)	
Total Set Up Costs	0
<u>Funding of Set Up Costs</u>	
Revenue Budget	
Reserves	
Special Grant:	
Other (Specify)	
Total Funding of Set Up Costs	0

RECURRING COSTS:

	Current Year £	Full Year £	Maximum £
<u>Costs</u>			
Salary (See next page)	14,832	59,332	59,332
Employee Training & Seminars			
Accommodation Running Costs			
Travel & Subsistence (Standby Allowance)			
Other Running Costs - Office Supplies			
Other Running Costs - IT.			
Total Recurring Costs	14,832	59,332	59,332
<u>Funding of Recurring Costs</u>			
<u>External Sources</u>			
Specific Grant			
Funding from External Agencies			
Service Level Agreement			
Other (Specify)			
<u>Internal Sources</u>			
Existing Budget Allocation			
Other (specify) Capital Works programme	14,832	59,332	59,332
Total Funding	14,832	59,332	59,332

FINANCIAL APPRAISAL – SALARY DETAILS

APPENDIX (CONTINUED)

POST	PROPOSED CHANGE (New Post / Delete / Regrade)	PAY GRADE		COST / (SAVING)		
		Current	Proposed	Current Year £	Full Year £	Maximum £
Foundation Apprentice Capital Works	New Post	Minimum Wage		3,708	14,833	14,833
Foundation Apprentice Capital Works	New Post	Minimum Wage		3,708	14,833	14,833
Foundation Apprentice Capital Works	New Post	Minimum Wage		3,708	14,833	14,833
Foundation Apprentice Capital Works	New Post	Minimum Wage		3,708	14,833	14,833
Total				14,832	59,332	59,332

Equality Impact Assessment Screening Form

Please ensure that you refer to the Draft Screening Form Guidance while completing this form. If you would like further guidance please contact Corporate Strategy or your directorate Heads of Service Equality Group Champion.

Section 1

What service area and directorate are you from?

Service Area: Highways & Drainage Services

Directorate: Environment

Q1(a) What are you screening for relevance?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

(b) Please name and describe below

Foundation Apprentice Opportunities

Q2(a) What does Q1a relate to?

Direct front line
service delivery

Indirect front line
service delivery

Indirect back room
service delivery

(H)

(M)

(L)

(b) Do your customers/clients access this service...?

Because they
need to

Because they
want to

Because it is
automatically provided to
everyone in NPT

On an internal
basis
i.e. Staff

(H)

(M)

(M)

(L)

Q3 What is the potential impact on the following protected characteristics?

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh language	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Q4(a) How visible is this service/function/policy/procedure/ project/strategy to the general public?

High visibility
to general public

Medium visibility
to general public

Low visibility
to general public

(H)

(M)

(L)

Equality Impact Assessment Screening Form

(b) What is the potential risk to the council's reputation? (Consider the following impacts – legal, financial, political, media, public perception etc...)

High risk
to reputation
 (H)

Medium risk
to reputation
 (M)

Low risk
to reputation
 (L)

Q5 How did you score?
Please tick the relevant box

MOSTLY H and/or M → **HIGH PRIORITY** → EIA to be completed
Please go to Section 2

MOSTLY L → **LOW PRIORITY / NOT RELEVANT** → Do not complete EIA
Please go to Q6 followed by Section 2

Q6 If after completing the EIA screening process you determine that this service/function/policy/project is not relevant for an EIA you must provide adequate explanation below (Please use additional pages if necessary).

The current workforce age profile has identified a number of employees retiring in the short/medium term. This is an 'internal' measure to help ensure service continuity going forward.

Section 2

Screener- This to be completed by the person responsible for completing this screening	
Name: Stephen Owen	
Location: The Quays/SRC	
Telephone Number: 01639 686304	
Date: 21/11/2018	

Approval by Head of Service	
Name: Mike Roberts	
Position: Head Of Streetcare	
	Date: 23/11/18

Please ensure this completed form is filed appropriately within your directorate because it may be required as evidence should a legal challenge be made regarding compliance with the Equality Act 2010.

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

14TH JANUARY 2019

REPORT OF THE HEAD OF HUMAN RESOURCES – S.REES

Matter for Decision

Ward Affected: All

Development of actions to close the Council's Gender Pay Gap

1. Purpose of Report

To seek Member approval for the Council to join the Chwarae Teg FairPlay Employer Scheme for a 12 month period, to develop a Gender Equality Action Plan, including specific actions to reduce the Council's Gender Pay Gap. This proposal is supported by the Council's Equality and Community Cohesion Group.

2. Background information

The Council has committed in its Strategic Equality Plan **“to further develop pay / employment data to better understand the reasons for the gender pay gap and to identify any actions which may be feasible to close the pay gap”**.

The gender pay gap shows the difference in the average pay between all men and women in a workforce. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with, and the data may help to identify what those issues are.

The gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman, and has been since 1970. Despite this, the UK median gender pay gap in 2016 was reported by the Office of National Statistics as 18.1%. Gender pay gap reporting

shines a light on the gender pay gap and the greater transparency aims to encourage employers to take action to reduce gender pay gaps.

The Council published its gender pay gap report in September 2018 (see appendix 1), as an appendix to the Annual Equalities Employment Data Report 2017 / 2018 (the full report, presented at Personnel Committee in September 2018 can be found on the Council's intranet / internet site). The Gender Pay Gap report provides a definition of what a gender pay gap is, how we calculated it, and the Council's gender pay gap data for 2017 / 2018.

A summary of relevant data:

71% of our workforce is female

Our mean (average) gender pay gap is 11.4% and our median (midpoint) gender pay gap is 4.17%

On average women earn 89p for every £1 that men earn

At the midpoint, women earn 96p for every £1 that men earn

97% of our lowest paid employees (LGS Grade 1) are female but only 25% of our highest paid employees (Chief Officers) are female

60% of women in our workforce work part-time

The distribution of women in the workforce, and a predominance of women working part-time, will contribute to our gender pay gap

3. How can we reduce the Council's Gender Pay Gap?

No single action will address our gender pay gap. And whilst the Council's gender pay gap is lower than the UK average, the Council still has an obligation to reduce the gap it clearly has - the reasons for it will be myriad and complex. In order to develop actions that are meaningful

and result in tangible and measurable results, the Council needs to properly understand what issues could be contributing to the pay gap and what evidence there is to show how these issues could be addressed.

The Chwarae Teg FairPlay Employer Scheme

Chwarae Teg is a charity established 25 years ago, that aims to “inspire, lead and deliver gender equality in Wales”. Chwarae Teg campaign on gender equality issues, carry out extensive research, and also seek to provide practical advice and support to women and to employers in Wales.

Through its FairPlay Employer Scheme, Chwarae Teg supports organisations to develop gender equality action plans, based on analysis of available workforce data, consideration of employer practices, matched to evidenced based best practice recommendations, including actions to reduce gender pay gaps.

The Scheme includes a baseline assessment, with a detailed gender and diversity survey, and benchmarking against sector and organisation in order to determine a current “award level”, which Chwarae Teg have categorised as Bronze, Silver, Gold and Platinum. The aim of this is help an organisation understand in some detail where it is performing well and to identify areas where action can be taken to improve the overall rating. The ratings are split into 9 areas:

- Business Diversity
- Flexible working practices
- Internal communication
- Working relationships
- Learning & development
- Recruitment selection
- Performance Management
- Organisational Culture
- Reward & recognition

The business benefits of working with Chwarae Teg to develop a bespoke gender equality action plan are:

- The wealth of experience Chwarae Teg has in gender and diversity in the workplace which will lend credibility to identified actions;
- practical and evidenced based proven solutions to help implement the action plan; and
- the clear commitment it demonstrates to gender equality and diversity.

4. Financial impact

There is a cost to the scheme, and for an employer the size of NPT, Chwarae Teg will charge a complete package price of £10k plus VAT for a 12 month subscription. Funding has been identified within the HR budget to support this (as a result of vacancies and difficulties recruiting at professional HR Officer level, the department has an underspend in the 2018 / 19 salary budget).

Resources are not available within the Council to carry out an extensive exercise of this nature.

5. Integrated Impact Assessment

A first stage impact assessment has been completed and is attached to this report. A full impact assessment is not required at this stage, but as actions are developed as part of this initiative, the assessment will need to be revisited.

6. Workforce Impacts

This proposal is positive for the Council's mainly female workforce as it seeks to understand reasons for the Council's gender pay gap and develop a strategy to reduce it.

7. Legal Impacts

There are no legal impacts in relation to this proposal.

8. Risk Management

Implementation this proposal is to support the Council's Strategic Equality Plan commitment.

9. Consultation

Trade unions have been consulted in relation to this proposal and support the recommended action.

10. Recommendation

It is RECOMMENDED that Members:

Approve the Council joining the Chwarae Teg FairPlay Employer Scheme for a 12 month period, to develop a Gender Equality Action Plan, including specific actions to reduce the Council's Gender Pay Gap. Officers will provide update reports to the Equality and Community Cohesion Group on a quarterly basis.

FOR DECISION

11. Reasons for Proposed Decision

The reason for the proposed decision is to enable the Council to meet the commitment set out in the Strategic Equality Plan.

12. Implementation of Decision

The decision is proposed for immediate implementation.

13. Appendices

Appendix 1 – Gender Pay Gap Report 2017 / 2018

14. List of Background Papers

The Annual Equalities in Employment Report 2017 / 2018

15. Officer contact

Sheenagh Rees, Head of Human Resources, Email: s.rees5@npt.gov.uk or tel. 01639 763315

GENDER PAY GAP REPORT 2017/18

This is the Council's first gender pay gap report. It sets out the difference between the average pay of the men and women who work in the Council.

What is a Gender Pay Gap?

A gender pay gap is a measure of the difference in the average pay of men and women across an organisation.

The Council's gender pay gap is reported as:

- The **mean** gender pay gap
- The **median** gender pay gap
- The proportion of males and females in each **quartile** pay band.

The gender pay gap is calculated using **gross hourly** rate of pay.

It captures pay differences between men and women, irrespective of their role or seniority. For example, an organisation that is over-populated by men in higher paid/senior roles and women in lower paid roles will have a gender pay gap.

How did we calculate the Gender Pay Gap?

The data is based on the pay period in which **March 31st** falls.

The elements of pay used to calculate the Gender Pay Gap is referred to as **ordinary pay**.

Ordinary Pay:

The pay elements **included**: basic pay, pay for leave and shift premium pay and allowances such as first aid, standby payments.

The pay elements **excluded**: Overtime and allowances earned during paid overtime hours, remuneration related to redundancy or termination of employment, expenses, pay in lieu of annual leave or any arrears of pay.

Who has been included in the calculations?

The pay data has been taken from the Council's workforce of 3,838 employees, at March 31st 2017, which represents 1,297 (34%) males and 2,541 (66%) females.

The pay data **excludes casual employees and all schools' employees.**

What is the Mean Gender Pay Gap and the Median Gender Pay Gap?

The mean pay gap is the difference in the **average** hourly rate between men and women.

The median pay gap is the difference between the **midpoint** in the ranges of hourly rates of men and women. The median is the numerical value which splits the top 50% of the workforce from the bottom 50%.

Our Gender Pay Gap

Mean Pay Gap

Our average hourly rate for men is £13.44.

Our average hourly rate for women is £11.91.

Our mean pay gap between men and women is 11.4%.

Mean	11.4%	Male	£13.44
		Female	£11.91

Median Pay Gap

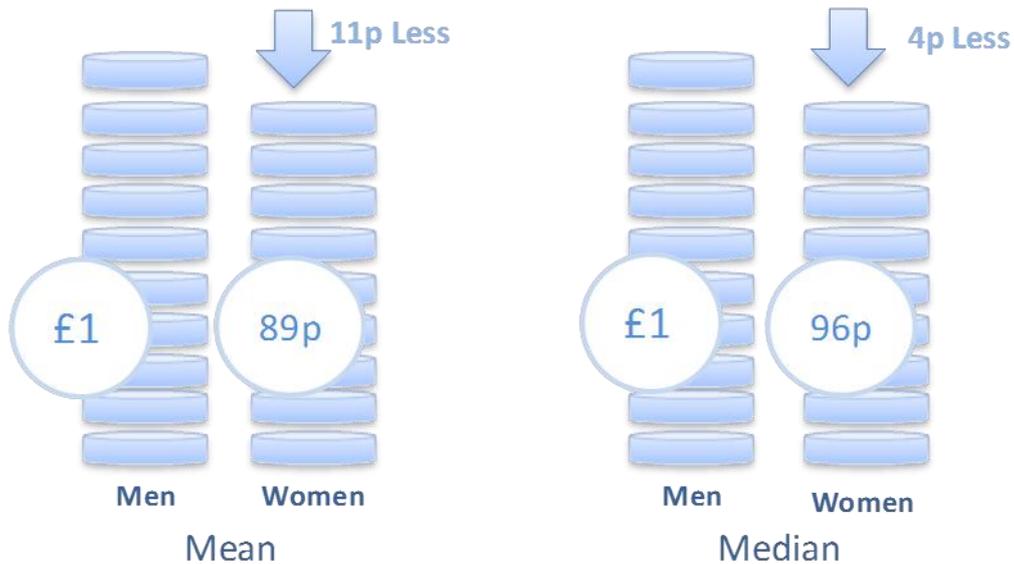
Our median pay hourly rate for men is £11.75

Our median hourly rate for women is £11.26

Our median pay gap between men and women is 4.17%

Median	4.17%	Male	£11.75
		Female	£11.26

Our Mean & Median Gender Pay Gap



What are Pay Quartiles?

Pay quartiles are created by ranking each relevant employee in order of their gross hourly rates of pay, and then dividing those employees into four equal groups from the lowest paid to the highest paid. They show the proportions of men and women in each of four pay quartiles.

Our Pay Quartiles

Quartiles	Men		Women	
	%	Ee's	%	Ee's
Upper: 75-100% of full-pay relevant employees Hourly Rate between £14.38 & £70.24	42.92%	412	57.08%	548
Upper middle: 50-75% of full-pay relevant employees Hourly Rate between £11.26 & £14.38	35.56%	341	64.44%	618
Lower middle: 25-50% of full-pay relevant employees Hourly Rate between £8.69 & £11.26	33.65%	323	66.35%	637
Lower: 0-25% of full-pay relevant employees Hourly Rate between £3.40 & £8.69	23.04%	221	76.96%	738
Total	33.79%	1297	66.21%	2541

Top quartile (highest paid)

Women 57.1% Men 42.9%

57.1% of the top quartile are women

Upper middle quartile

Women 64.4% Men 35.6%

64.4% of the upper middle quartile are women

Lower middle quartile

Women 66.4% Men 33.6%

66.4% of the lower middle quartile are women

Lower Quartile (Lowest Paid)

Women 77% Men 23%

77% of the lower middle quartile are women

For comparison purposes, the Office of National Statistics has measured the UK's gender pay gap (median pay) as being **18.1%** in 2016.

Whilst the Council's Gender Pay Gap is lower than the UK's median gender pay gap, we are committed to closing the gap. We will do this by continuing to review and monitor the gender pay gap and one of the actions of the 'Workforce Plan 2018 – 2022' is to 'to develop a strategy to close the Council's gender pay gap'.

Impact Assessment - First Stage

1. Details of the initiative

Initiative description and summary: To join the Chwarae Teg FairPlay Employer Scheme for a 12 month period to develop a Gender Equality Action Plan, including specific actions to reduce the Council's Gender Pay Gap.
Service Area: Human Resources
Directorate: Finance & Corporate Services

2. Does the initiative affect:

	Yes	No
Service users		√
Staff	√	
Wider community		√
Internal administrative process only		√

3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age				√		A key aim of the project is to carry out a full gender equality audit of the Council, its policies and practices, and to design key actions to address, in particular, the Council's gender pay gap. We don't know what these specific actions will be at this stage, so as proposed actions are being developed it will be important that the impact on other protected characteristics is assessed to ensure that whilst they may be positive in terms of gender equality, that they do not have adverse impacts on other groups.
Disability				√		
Gender Reassignment				√		
Marriage/Civil Partnership				√		
Pregnancy/Maternity				√		
Race				√		
Religion/Belief				√		

Sex	√				H	71% of the Council's workforce is female and the Council has a median gender pay gap of 4.17 %. The aim of this initiative is to have a high impact on the Council's gender pay gap, developing actions that will reduce it.
Sexual orientation				√		See first comment.

4. Does the initiative impact on:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/ How might it impact?
People's opportunities to use the Welsh language		√				We will offer opportunities to engage with this project bi-lingually.
Treating the Welsh language no less favourably than English		√				The Gender Pay Gap report has been produced bi-lingually.

Page 36

5. Does the initiative embrace the sustainable development principle (5 ways of working):

	Yes	No	Details
Long term - how the initiative supports the long term well-being of people	√		Reducing the gender pay gap will support the long term well-being of future generations of women in the workplace.
Integration - how the initiative impacts upon our wellbeing objectives	√		This initiative will contribute to a more equal Wales.

Involvement - how people have been involved in developing the initiative	√		The initiative has the support of the Equalities and Community Cohesion Group, who will receive quarterly updates in relation to the project. Trade unions have been consulted and will be key stakeholders in this project, and invited to join the project team.
Collaboration - how we have worked with other services/organisations to find shared sustainable solutions	√		Chwarae Teg are the leading charity in Wales campaigning on gender equality issues. By working with Chwarae Teg to develop our action plan the Council will draw on a wealth of evidenced based and practical advice.
Prevention - how the initiative will prevent problems occurring or getting worse	√		The project seeks to reduce the Council's gender pay gap.

6. Declaration - based on above assessment (tick as appropriate)

A full impact assessment (second stage) is not required at this stage	√
Reasons for this conclusion	
The project has not yet started, so whilst it is likely to have a high and positive impact on women, it is not possible to assess the impact on other groups at this stage. As the project starts to develop actions, it is important that consideration of the impacts of these actions on other groups are considered and that this IAA is revisited.	

	Name	Position	Signature	Date
Signed off by	Sheenagh Rees	Head of Service		19 th December 2018

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee 14th January 2019

Report of the Head of Human Resources – Sheenagh Rees

Matter for Decision

Wards Affected:

All wards

Implementation of the New Local Government Services (LGS) Pay Spine

1. Purpose of the Report

The purpose of this report is to seek Member approval to implement the new LGS pay spine as a result of the National Joint Council for Local Government Services Pay Agreement 2018 – 2019, pending collective agreement with the recognised trade unions.

2. Background

The National Joint Council for Local Government Services (the NJC) confirmed in April 2018 that agreement had been reached between the NJC Employers and the NJC Trade Union Side on rates of pay applicable from 1st April 2018 and 1st April 2019. The agreement provided for a % increase pay award to apply from 1st April 2018 and a new pay spine to apply from 1st April 2019.

The NJC issued guidance developed jointly by the National Employers and the National Trade Union Side, to support the implementation of the new pay spine. This guidance sets out that adoption of the 2019 pay spine is mandatory as agreements reached by the NJC are collective agreement. The new pay spine will replace entirely the current spine and accordingly employees

should assimilate across from their current Salary Column Point (SCP) to the new corresponding SCP in April 2019.

The guidance also sets out that in order to adopt the new pay spine, changes may need to be made to locally agreed grading structures and that these should be the subject of local negotiations with a view to reaching agreement. In order to measure the impact of any changes an equality impact assessment will need to be carried out on proposals prior to implementation.

An equality impact assessment of implementing the new pay spine within Neath Port Talbot County Borough Council, identified two potential adverse impacts of doing so, set out in the attached Equality Impact Assessment (Appendix 1). A new NPT pay model needed to be developed in order to a) implement the new pay spine and b) address the equality impacts identified.

3. Development of the Pay Model

The Council established a Joint Pay Modelling Team in September 2018, chaired by the Director of Finance and Corporate Services, with membership including key finance and HR officers, as well as representatives of GMB and UNISON, nominated by the Joint Trade Union Side.

The aims of the Joint Pay Modelling team were to:-

- (a) implement the NJC for LGS national collective agreement as it applies with effect from 1st April 2019, ensuring that every LGS employee receives a minimum 2% pay increase;
- (b) do so in way that ensures the Council continues to have an equality proofed pay and grading structure;
- (c) do so in a way that does not increase the Council's gender pay gap; and
- (d) develop the pay model and agree it in partnership with the three LGS representing trade unions, UNISON, GMB and UNITE.

The Joint Pay Modelling Team considered a range of options, carrying out an equality impact assessment to determine the most

appropriate model to recommend for implementation (Appendix 1). Consultation has taken place with Regional Trade Union Officers and other stakeholders.

The recommended pay model is attached at Appendix 2.

5. Collective Agreement

The Council must reach collective agreement with the recognised trade unions in order to implement the recommended pay model. A meeting has been scheduled with the LGS Trade Union Negotiating Forum for 16th January 2019 with a view to reaching this agreement.

6. Consultation

There is no requirement for external consultation on this Policy.

7. Implementation

In order to implement the New LGS Pay Spine by 1st April 2019, intensive work will have to be carried out by the Payroll and Human Resources Teams to ensure that every employee included in the Agreement is assimilated onto the new pay spine.

A bilingual communication exercise will take place across the Council to ensure employees are aware of the change to the pay spine and how it affects them.

8. Financial Impact

Implementation of the new pay arrangements will add 4.19 % to the Council's paybill in 2019 / 20, and this has been taken into account in the Forward Financial Plan and built into the 19/20 budget

9. Equality Impact Assessment

A full Equality Impact Assessment is attached as Appendix 1.

10. Workforce Impacts

The implementation of the New LGS Pay Spine will affect all Local Government Services 'Green Book' employees with the exception

of those employed by the Governing Bodies of “Faith” Schools.

11. Legal Impacts

The Policy fully complies with employment legislation.

12. Risk Management

There are no risk associated with this report.

13. Consultation

There is no requirement under the Constitution for external consultation on this item.

14. Recommendations

It is **RECOMMENDED** that Members **APPROVE** the implementation of the New LGS Pay Spine, adopting the pay model attached at Appendix 2 of this document, subject to collective agreement with the recognised trade unions, GMB, UNISON and UNITE.

FOR DECISION

15. Reasons for Proposed Decision

To ensure the Council has in place a new LGS Pay Spine by 1st April 2019 in line with the NJC for Local Government Services Pay Agreement 2018 -19.

16. Implementation of Decision

The decision is for implementation by 1st April 2019.

17. Appendices

Appendix 1 - Equality Impact Assessment (please note that the appendices to the EIA can be made available to Members at committee or on request)

Appendix 2 – the Recommended Pay Model

18. List of Background Papers

National Joint Council for Local Government Services Pay Agreement 2018 – 19.

19. Officer Contact

Sheenagh Rees, Head of Human Resources, E-mail s.rees5@npt.gov.uk, Telephone 01639 763315

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Equality Impact Assessment (EIA) Report Form

(a) This EIA is being completed for a...

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	√				

(b) Please name and describe below...

Implementation of the New Local Government Services (LGS) Pay Spine

The National Joint Council (NJC) for Local Government Services confirmed in April 2018 that agreement had been reached between the National Employers and the NJC Trade Union Side on rates of pay applicable from 1st April 2018 and 1st April 2019 (please see **Appendix 1**). The agreement provided for a % increase pay award to apply from 1st April 2018, and a new pay spine to apply from 1st April 2019. This new pay spine introduces the following:

- A new spinal point range from SCP 1 - 43
- A bottom rate of £9.00 per hour (£17,364) on new Spinal Column Point (SCP) 1 (equivalent to old SCPs 6 & 7)
- 'Pairing off' old SCPs 6 – 17 incl. to create new SCPs 1 – 6 incl.
- Equal steps of 2% between each new SCPs 1 to 22 incl. (equivalent to old SCPs 6 – 28 incl.)
- By creating equal steps between these pay points, new SCPs 10, 13, 16, 18 and 21 are generated to which no old SCPs will assimilate. This means that the current number of pay points in a grade might change.
- For new SCPs 23 and above (equivalent to old SCPs 29 and above), a 2% increase on the 2018 rate.

In June 2018 the NJC issued guidance developed jointly by the National Employers and the National Trade Union Side, to support the implementation of the new pay spine. This guidance is attached at **Appendix 2**.

This guidance sets out clearly that adoption of the 2019 pay spine is mandatory as agreements reached by the NJC are collective agreements. The new pay spine will replace entirely the current spine and accordingly employees should assimilate across from their current SCP to the new corresponding SCP in April 2019. The guidance sets out that in order to adopt the new pay spine, changes may need to be made to locally agreed grading structures, and that these should be the subject of local negotiations with a view to reaching agreement. In order to measure the impact of any changes an equality impact assessment will need to be carried out on proposals prior to implementation.

Section 1 – Aims:

What are the aims?

1. To implement the NJC for LGS national collective pay agreement as it applies with effect from 1st April 2019, ensuring that every LGS employee receives a minimum 2% pay increase.
2. To do so in a way that ensures the Council continues to have an equality proofed pay and grading structure.
3. To do so in a way that does not increase the Council's gender pay gap.
4. To develop our pay model and agree it in partnership with our three LGS representing trade unions, UNISON, GMB and UNITE.

Who has responsibility?

The Council as an employer.

Who are the stakeholders?

LGS employees will be directly affected by the implementation of the pay spine. The LGS recognised trade unions (UNISON, GMB, UNITE) Corporate Directors, Heads of Service and Elected Members are all key stakeholders.

Section 2 - Information

(a) Service Users (in this context service users = employees)

Please tick what information you know about your service users and provide details / evidence of how this information is collected.

Age	✓	Race	✓
Disability	✓	Religion or belief.....	✓
Gender reassignment	✓	Sex	✓
Marriage & civil partnership	✓	Sexual orientation.....	✓
Pregnancy and maternity	✓	Welsh language.....	✓

What information do you know about your service users and how is this information collected?

Background information

The Council holds a range of data in relation to the people it employs, via the 'VISION' database, a legacy HR system and via the Employee Portal, a recent development that enables employees to enter data updates via self-service. 70% of the total workforce has registered for the Employee Portal, as at December 2018.

The data we hold includes **job data** and **personal data** as it relates to each individual employee.

Job data includes the 'Job Evaluation ID' for the job held by an employee indicating that the job has been job evaluated and allocated a score. Scores equate to pay grades as set out in the Council's current pay and grading structure for LGS employees. The Job Score data is provided at **Appendix 3.**

Personal data includes the information in relation to each of the protected characteristics, as provided by employees. It should be noted here that whilst we know how many employees are currently in receipt of maternity pay (snap shot data), we do not know how many employees in the workforce are pregnant.

Summary of key data

Of the Council's 6036 employees, 5242 are employed on LGS 'Green Book' terms and conditions of employment.

- 71% of employees are female 29% are male
- 1% of employees identify as from a Black Minority Ethnic background.
- 1.4% consider themselves to have a disability.
- 48.3% of employees are aged 44 and below and 51.7% are aged 45 and above.
- 14% of employees identify as Christian and 1% as either Buddhist, Jewish, Muslim Sikh or 'other religion'.
- 1% of employees identify as lesbian, gay or bisexual. No employees have identified as transgender.
- 54.1% of employees are married or in a civil partnership.
- On 12th December 2018, 40 women were in receipt of maternity pay.

Any Actions Required?

To use job related data and personal data to help inform the development of an equality proofed pay model.

(b) General

What information do you know and how is this information collected?

The Council knows how many employees are employed in each pay grade in the current NPT LGS Pay and Grading Structure and the Salary Scale Point they are paid within the grade.

Any Actions Required?

To use Pay Modelling software to help the Council understand the impact of the new LGS Pay Spine (see **Appendix 4**) on the Council's pay and grading structure.

Section 3 – Impact

(a) Impact on Protected Characteristics

	Positive	Negative	Neutral	Needs further investigation
Age	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓
Disability	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓
Gender reassignment	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓
Marriage & civil partnership	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓
Pregnancy and maternity	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓
Race	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓
Religion or belief	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓
Sex	➔ <input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓
Welsh language	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓

Thinking about your answers above, please explain (in detail) why this is the case. Include details of any consultation (and/or other information) which has been undertaken to support your view.

Please refer to **Appendix 4** which sets out the Council's current pay and grading structure, and the impact on this structure by moving to the new LGS pay spine. Two adverse impacts have been identified as a result of implementing the new LGS pay spine:

1. Indirect discrimination as a result of longer pay grades

The Council has traditionally used length of service as a criterion in its pay and reward systems to reward experience - the Council's current LGS pay and grading structure includes grades of varying lengths, but of no more than 6 SCPs. Implementing the new pay spine, including the 5 new salary scale points, results in Grades 5 and 6 becoming 9 point pay grades and Grade 7 becoming a 7 point pay grade.

The Joint Guidance recommends limiting incremental progression to five years, with no more than a 6 point grade, as anything longer is harder to justify as being a proportionate means of achieving a legitimate aim.

Implementing the new pay spine will result in the Council's pay and grading structure being indirectly discriminatory against female employees, as women will be disproportionately affected by a criterion requiring 8 years to reach the maximum salary scale point of a grade.

2. Potential inequality of pay

The Council's current LGS pay and grading structure contains a number of overlapping pay grades. For example Grades 5 and 6 both contain SCPs 23, 24 and 25. Implementation of the new pay spine however increases the overlaps in the pay and grading structure – Grades 5 and 6 will share 4 overlapping pay points and Grades 6 and 7 will share 3 overlapping pay points.

Overlapping SCPs result in people being paid at the same rate of pay, whilst carrying out jobs that have been rated differently using a job evaluation process. One overlapping SCP is acceptable, however it becomes problematic when there is a greater degree of overlap as this carries an equal pay risk particularly where the disadvantaged group is predominantly female.

(b) Impact on the Welsh Language

What is the likely impact of the policy on:

- **Opportunities for people to use Welsh**
- **The equal treatment of the Welsh and English languages**

Please give details:

Implementation of the new LGS pay spine will not have any negative impacts on the opportunity for people to use the Welsh language.

Could the policy be developed to improve positive impacts or lessen negative impacts? Please give details

Welsh Language Standard 107 states that if you publish a policy relating to salaries or workplace benefits, you must publish it in Welsh.

Actions (to increase positive/mitigate adverse impact).

In order to facilitate the equal treatment of the Welsh and English languages information in relation to the agreed Pay Model will be provided bilingually, so there will be no adverse impact on employees in relation to the above.

Section 4 - Other Impacts:

Please consider how the initiative might address the following issues.

You could base this on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

(a) Equalities

Public Sector Equality Duty (PSED)

- to eliminate discrimination, harassment and victimisation;
- to advance equality of opportunity between different groups; and
- to foster good relations between different groups

Please explain any possible impact on meeting the Public Sector Equality Duty

If action is not taken to address the two equality issues identified in Section 3 (a), the Council will fail to meet the objectives of the PSED.

What work have you already done to improve the above?

Partnership working with the trade unions was established at an early stage in order to identify joint solutions to address the adverse equality impacts and with the aim of equality proofing the pay and grading structure (see section 5 Consultation).

Actions (to mitigate adverse impact or to address identified gaps in knowledge).

1. To meet with the Trade Union LGS Forum (29th August 2018) and Staff Council (17th September 2018) to share information in relation to the new LGS pay spine and the impacts of implementing the pay spine in NPT.
2. To ask the Joint Trade Unions to nominate representatives to join the Council's Joint Pay Modelling Team.
3. To convene the Joint Pay Modelling Team and consider alternative Pay Models developed by the Council, that is Pay Models A, B, C and D **Appendix 5** (meeting of 18th October 2018) and any other Pay Models.

(b) Reduce Social Exclusion and Poverty

Please explain any possible impact

There will be a positive impact on income; as a result of implementing the National Pay Agreement every LGS employee will receive a minimum 2% pay increase.

There is however a potentially negative impact on job security if the costs of implementing the pay and grading structure place additional pressure on the Council's financial position. The 2019 / 20 Draft Budget, currently out to stakeholder consultation, seeks to address a projected budget gap for the year ahead of over £12million, off-set by service cuts and income generating proposals of £8million. The remaining gap of £4million will come from Council reserves. The unfunded Forward Financial Plan (FFP) gap for the 4 year period ending March 2023, is currently estimated to be £55 million.

What work have you already done to improve the above?

The Council's Cabinet has provided additional funds over and above a general 2% pay award increase into the FFP from 2019/ 20 to 2022/23.

As the Council is one of the largest employers within the County Borough, a key aim of the Council has been to maintain continuity of employment and minimise compulsory redundancy. Since 2010, the Council has developed a number of measures which seek to do this in partnership with the recognised trade unions, including active redeployment, voluntary redundancy schemes and restrictions on external recruitment.

Actions (to mitigate adverse impact or to address identified gaps in knowledge).

To consider the affordability of proposed pay models.

(c) Community Cohesion

Is the initiative likely to have an impact on Community Cohesion?

This is unlikely to have an impact on Community Cohesion.

Section 5 Consultation

What consultation and engagement has been undertaken (e.g. with the public and/or members of protected groups) to support the views in section 3 and 4?

Information sharing and consultation has taken place with the following groups:-

- Joint Trade Unions at the Local Government Services (LGS) Forum (29th August 2018)
- Corporate Directors Group (11th September 2018)
- Staff Council (17th September 2018)
- Joint Pay Modelling Team meeting (18th October 2018)
- Regional Officer of GMB (25th October 2018)
- Regional Officer of UNISON (29th October 2018)
- Regional Officer of UNITE (8th November 2018)
- Joint Pay Modelling Team meeting (13th December 2018)

Any actions required (to mitigate adverse impact or to address identified gaps in knowledge)

Action: The Joint Pay Modelling Team to consider the 4 Pay Models developed by the Council (see **Appendix 5**).

This was actioned at the meeting held on 18th October 2018 and the four pay models were considered as follows:

Pay Model A – Assimilate, Increment and Abut

This Pay Model was rejected on the grounds that Grade 5 retains 9 incremental points and therefore continues to pose the risk of indirect discrimination against female employees.

Pay Model B – Assimilate, Increment, Abut and remove SCPs 10 and 11

This pay model removes overlapping incremental points and produces grades of 6 incremental points or under. It was agreed to consider this Pay Model further.

Pay Model C – Assimilate, Increment, Abut and remove SCPs 10, 13, 16, 18 and 21

This Pay Model was rejected on the grounds that Grade 6 is reduced to 4 incremental points, out of kilter with the grades either side of it and resulting in an uneven Pay and Grading structure.

Pay Model D – Assimilate, Increment, Abut and remove SCPs 13 and 16

This pay model removes overlapping incremental points, produces grades of 6 incremental points or under and additionally reduces the number of incremental points in Grade 13 after year 1 – this action was taken to ‘balance out’ the pay and grading structure. It was agreed to consider this Pay Model further.

Phasing-in arrangements

All Pay Models propose using overlapping grades as a temporary measure, as a means of phasing in the new structure and ‘rolling off’ the overlapping points after one year. The Council is aware that phasing-in arrangements must be capable of being objectively justified as they delay the immediate implementation of equal pay and consulted with the trade unions in the Joint Pay Modelling Team. The Council explained to the trade unions that using phasing-in arrangements will deliver a more affordable means of moving to the new pay arrangements providing a better opportunity for the Council to safeguard jobs and deliver services to communities over the next 4 years.

Abutting pay scales:

The Joint Pay Modelling Team considered **Page 51** of abutting pay scales, where the maximum of the lower pay scale is the same spine point as the minimum of the next higher

grade, an acceptable measure, on the basis that an individual on the maximum of the lower scale has several years' experience, which probably means that they are doing work of equal value to a new starter in the higher grade.

Agreed actions:

- To carry out an Equality Impact Assessment informed by the full range of data held by the Council in relation to protected characteristics against each Pay Model (B and D) (see **Appendix 6**).
- To consult with Regional Trade Unions Officers in relation to Pay Models B and D and phasing-in arrangements.
- To reconvene the Joint Pay Modelling Team to consider the outcome of the two actions above and seek to agree a Pay Model for recommendation to the LGS Forum.

Update (13th December 2018)

The Joint Pay Modelling Team reconvened on **13th December 2018** to consider feedback from the Regional Officers and the Equality Impact Assessment set out in **Appendix 6**:

The Regional Officers did not provide any adverse comments in relation to the Councils proposals, but indicated that a full Equality Impact Assessment would be required in order to provide a definitive outcome.

Pay Model B

- Considering the EIA data in Appendix 6, this Pay Model has a more positive impact on female employees and younger employees (aged 40 and younger) in Grades 5 to 13, by accelerating incremental progression to the maximum point of the respective pay grades. Both of these groups tend to have more representation than males / older employees at the minimum point of pay grades.
- The proposed deletion of 3 salary scale points at the bottom of Grade 5 (SCPS 9, 10 and 11) in order to create a 6 point grade, creates a 6% gap between the top of Grade 4 and the bottom of Grade 5. There is a 2 point Job Evaluation Score difference at the Grade boundary between Grade 4 and Grade 5 (scores 358 and 360 respectively). This could present an equal pay risk if the 11 female employees with a JE score of 358 currently paid at the maximum point of Grade 4 are able to identify a male comparator amongst the 11 males with a JE score of 360 on the minimum point of Grade 5.
- This Pay Model includes phasing-in arrangements, and as a result Grades 5 and 6 will have 7 incremental points for the first 12 month period, and overlapping pay grades will persist temporarily. From 1st April 2020, these potential adverse equality impacts will be permanently removed.
- Taking into account the range of data provided in respect of the protected characteristics, no other adverse equality impacts were identified by the Joint Pay Modelling Team.

Pay Model D

- This Pay Model again has a more positive impact on female employees (aged 40 and younger) in Grades 5 to 13, by accelerating incremental progression to the maximum point of the respective pay grades. Both of these groups tend to have more representation than males / older employees at the minimum point of pay grades.

- In this Pay Model Grade 5 is again reduced to a 6 point grade, but in this model it is proposed to do so by removing SCP 9 after one year, and to not utilise the new SCPs 13 and 16. Whilst this does create a 3.1% step between SCP 12 and 14, and again between SCP 15 and 17, as this is within the pay grade as opposed to at a grade boundary, it does not pose an equal pay risk.
- This Pay Model also includes phasing-in arrangements, and as a result Grades 5 and 6 will have 7 incremental points for the first 12 month period, and overlapping pay grades will persist temporarily. From 1st April 2020, these potential adverse equality impacts will be permanently removed.
- No other adverse equality impacts were identified by the Joint Pay Modelling Team.

Section 6 – Post Consultation

What was the outcome of the consultation?

Taking into account the consideration summarised in Section 5, the Joint Pay Modelling Team agreed to recommend **Pay Model D Appendix 7** to the LGS Forum, subject to consultation with respective Regional Trade Union Officers, providing this Equality Impact Assessment and attached documentation.

The Joint Pay Modelling Team also agreed to support the objective justification set out for phasing-in arrangements.

Set out below is the revised impact on protected characteristics, utilising proposed Pay Model D.

Revised Impact on Protected Characteristics

	Positive	Negative	Neutral	Needs further investigation
Age	➔ ✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	➔ <input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Gender reassignment	➔ <input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Marriage & civil partnership	➔ <input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Pregnancy and maternity	➔ <input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Race	➔ <input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
religion or belief	➔ <input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Sex	➔ ✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	➔ <input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Welsh language	➔ <input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>

Section 7 - Monitoring arrangements:

Monitoring arrangements:

To ensure that the new pay and grading arrangements remain fit for purpose the Council will carry about equal pay audits on a regular basis.

To ensure that the new pay and grading arrangements have not increased the Council's Gender Pay Gap, the Council will monitor the gender pay gap on an annual basis.

Actions:

To establish regular bi-annual Equal Pay Audits.

To produce Gender Pay Gap data, and to develop a Gender Pay Gap strategy.

Section 8 – Outcomes:

Having completed sections 1-5, please indicate which of the outcomes listed below applies to your initiative (refer to guidance for further information on this section).

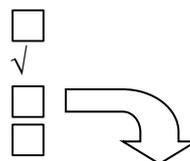
Outcome 1: Continue the initiative...

Outcome 2: Adjust the initiative...



Outcome 3: Justify the initiative...

Outcome 4: Stop and remove the initiative...



As detailed above the Council is required to implement the new LGS pay spine with effect from 1st April 2019. In order to address identified equality impacts, the Council proposes to amend its pay and grading structure, as set out in the attached draft Collective Agreement and utilising Pay Model D, as developed with the Joint Trade Unions.

Please note: the Council already operates an extended pay spine (Grade 13, SCP 49 – 52) and will extend the new LGS pay spine accordingly (Grade 13 SCP 43 – 46).

Regional Trade Union Officers will now be formally consulted on this revised pay model, pending a meeting of the LGS Forum scheduled for 16th January 2019 with the aim of reaching formal collective agreement with the LGS recognised trade unions.

Members of Personnel Committee will be asked to approve the arrangements for implementation.

Section 9 - Publication arrangements:

This EIA will be made available to Members at Personnel Committee and progress against the action plan will be reported to this committee.

Action Plan:

Objective What are we going to do and why?	Who will be responsible for seeing it is done?	When will it be done by?	Outcome How will we know we have achieved our objective?	Progress
To utilise pay modelling software to determine adverse equality impacts as a result of implementing the new LGS pay spine.	The Joint Pay Modelling Team.	18 th October 2018	Gender impact analysis of the new LGS pay spine	Completed
To commence consultation with the recognised trade unions and to share information in relation to the new LGS pay spine and the impacts of implementing the pay spine in NPT.	Head of Human Resources	December 2018	Local agreement	LGS Forum 29 th August 2018 Staff Council 17 th September 2018 Joint Pay Modelling Team meetings Meetings with Regional Officers
To ask the Joint Trade Unions to nominate representatives to join the Council's Joint Pay Modelling Team.	Head of Human Resources	September 2018	TU nominations	GMB and UNISON representatives confirmed as members of the Joint Pay Modelling Team.
To convene the Joint Pay Modelling Team and consider alternative Pay Models developed by the Council.	Director of Finance (Chair)	October 2018	Pay models presented for consideration.	Meeting held on 18 th October 2018

Equality Impact Assess Pay Models B and D for consideration by the Joint Pay Modelling Team.	Head of Human Resources	December 2018	EIA	Meeting held on 13 th December 2018.
Consultation with trade unions in relation to this EIA	The Joint Pay Modelling Team	December 2019	Amended EIA to take account of consultation outcomes.	Meeting held on 13 th December 2018.
Determine a recommended Pay Model in partnership with the Trade Unions	The Joint Pay Modelling Team	December 2018	Recommended pay model	Meeting held on 13 th December 2018
Consult with Regional Officers for mandate to vote in favour of recommended pay model	Trade unions	January 2018		Meeting of LGS Forum scheduled for 16 th January 2019
Formal agreement at the Local Government Services Forum	Chair of LGS	January 2019	Signed Collective Agreement	Meeting of LGS Forum scheduled for 16 th January 2019
Member authority for revised pay and grading structure	Head of Human Resources	January 2019	Approval from Personnel Committee	14 th January 2019
Employee engagement and bi-lingual communication	Principal HR Manager / Strategic Manager – Policy & Democratic Services	31 st March 2019	TO BE DETERMINED	
HR / Payroll to implement the revised pay structure	Principal HR Manager / Group Accountant	31 st March 2019	All employees paid in line with the revised pay structure by 31 st March 2019	
HR to update pay data on the VISION s	Principal HR Manager	31 st March 2019	As above	
Equal Pay Audit	Head of Human Resources	1 year post implementation of revised pay spine	Continuation of the equality proofed pay and grading structure	

CURRENT STRUCTURE			
W.E.F 1ST APRIL 2018			
Grade	SCP	Salary	Pts
Grade 1	6	16,394	3
	7	16,495	
	8	16,626	
Grade 2	8	16,626	4
	9	16,755	
	10	16,863	
	11	17,007	
Grade 3	11	17,007	5
	12	17,173	
	13	17,391	
	14	17,681	
	15	17,972	
Grade 4	15	17,972	6
	16	18,319	
	17	18,672	
	18	18,870	
	19	19,446	
	20	19,819	
Grade 5	20	19,819	6
	21	20,541	
	22	21,074	
	23	21,693	
	24	22,401	
Grade 6	23	21,693	6
	24	22,401	
	25	23,111	
	26	23,866	
	27	24,657	
Grade 7	27	24,657	6
	28	25,463	
	29	26,470	
	30	27,358	
	31	28,221	
Grade 8	31	28,221	6
	32	29,055	
	33	29,909	
	34	30,756	
	35	31,401	
Grade 9	35	31,401	6
	36	32,233	
	37	33,136	
	38	34,106	
	39	35,229	
Grade 10	39	35,229	6
	40	36,153	
	41	37,107	
	42	38,052	
	43	39,002	
Grade 11	43	39,002	5
	44	39,961	
	45	40,858	
	46	41,846	
Grade 12	46	41,846	4
	47	42,806	
	48	43,757	
Grade 13	49	44,697	4
	50	45,695	
	51	46,729	
	52	47,783	

RECOMMENDED PAY MODEL			
W.E.F. 1ST APRIL 2019			
Grade	SCP	Salary	Pts
Grade 1	1	17,364	2
	1	17,364	
	2	17,711	
Grade 2	2	17,711	2
	2	17,711	
	3	18,065	
	3	18,065	
Grade 3	3	18,065	3
	4	18,426	
	4	18,426	
	5	18,795	
	5	18,795	
Grade 4	5	18,795	5
	6	19,171	
	6	19,171	
	7	19,554	
	8	19,945	
	9	20,344	
Grade 5	9	20,344	6
	10	20,751	
	11	21,166	
	12	21,589	
	13	22,021	
	14	22,462	
	15	22,911	
	16	23,369	
	17	23,836	
Grade 6	14	22,462	6
	15	22,911	
	16	23,369	
	17	23,836	
	18	24,313	
	19	24,799	
	20	25,295	
	21	25,801	
	22	26,317	
	20	25,295	
Grade 7	21	25,801	5
	22	26,317	
	23	26,999	
	24	27,905	
	25	28,785	
	26	29,636	
	25	28,785	
Grade 8	26	29,636	5
	27	30,507	
	28	31,371	
	29	32,029	
	30	32,878	
	29	32,029	
Grade 9	30	32,878	5
	31	33,799	
	32	34,788	
	33	35,934	
	34	36,876	
	33	35,934	
Grade 10	34	36,876	5
	35	37,849	
	36	38,813	
	37	39,782	
	38	40,760	
	37	39,782	
Grade 11	38	40,760	4
	39	41,675	
	40	42,683	
	41	43,662	
	40	42,683	
Grade 12	41	43,662	3
	42	44,632	
	43	45,591	
	43	45,591	
Grade 13	44	46,609	4
	45	47,664	
	46	48,739	
	46	48,739	

Data Excludes Faith Schools

Red - Removed/Abutting

Blue - To be removed after yr 1

Purple - SCP not used

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Personnel Committee

14th January 2019

Report of the Head of Human Resources

Matter for Decision

Wards Affected:

All Wards

Devolution of Teachers Pay

Purpose of the Report

1. The purpose of this report is to provide information to members on the change to the way in which Teachers Pay and Conditions are determined, as they have been devolved to the Welsh Government

Background

Since Sunday the 30th of September, the powers to determine the pay and conditions of teachers in Wales have been devolved to the Welsh Government. The Cabinet Secretary for Education confirmed in a written statement that a new mechanism would determine teachers' pay and conditions, bringing together employers, teachers unions, and the Welsh Government on an annual basis in a Partnership Forum.

The role of the new Teachers Pay Partnership Forum will be to make recommendations to Welsh Ministers on proposed changes to teachers' pay and conditions before a 'final' remit is submitted to an independent expert body to be called the Independent Welsh Pay Review Body. The final decision, however, will rest with Welsh Ministers.

The WLGA has prepared a briefing document on the Devolution of Teachers Pay which is attached as Appendix 1

Financial Impact

There are no financial implications arising from this report.

Equality Impact Assessment

2. Not applicable

Workforce Impacts

3. This report will impact on the way in which teachers' pay and conditions are determined.

Risk Management

There are no risks associated with this report.

Consultation

4. There is no requirement under the Constitution for external consultation on this item.

Recommendations

5. It is RECOMMENDED that this report be NOTED.

FOR INFORMATION

Appendices

Appendix 1 - WLGA Briefing Document

Officer Contact

6. Sheenagh Rees, Head of Human Resources

Telephone (01639) 763315

Email: s.rees5@npt.gov.uk

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Teachers Pay Partnership Forum

6. The **Teachers Pay Partnership Forum** is a tripartite social partnership forum set up to discuss and recommend to the Cabinet Secretary to suggested content of a remit for the Review Body.
7. The Forum will include 24 members representing three parties – the unions, employers and Welsh Government and will comprise of the following:
 - 12 representatives of unions - 2 representatives from each of the 6 recognised unions
 - 8 representatives of employers – 7 Local Authority representatives and 1 Diocesan Authority representative
 - 4 Welsh Government officials

Secretariat functions will be carried out by officials from the Welsh Government Education Directorate.

Details of the role and function of are still being finalised following a discussion at its first meeting on 2nd November.

8. Membership from the Employers side has been determined by the WLGA Executive Board and will consist of 3 Elected Members (Spokespersons) 2 WLGA officials plus an ADEW representative and one from the HR Directors network.

Developing a remit for 2019

9. A draft remit has been presented to the TPPF but is yet to be finalised. The suggestion is very straightforward:

What adjustments should be made to the salary and allowance ranges for classroom teachers, unqualified teachers and school leaders: to reflect the appropriate public sector financial constraints; and to ensure the teaching profession in Wales is promoted and rewarded to encourage recruitment and retention.

10. The Partnership Forum has raised a number of issues regarding this and further discussion will take place at the next meeting on 5th December.
11. There is scope in the timetabling for meetings to discuss this matter. All sides have recognised the need to consult with their membership and there will be further opportunities to engage at various levels before agreeing (or not) with the draft remit that is proposed to the cabinet secretary. Of course, the Cabinet Secretary can propose whatever remit they think appropriate.
12. There is likely to be some acceptance that any major proposals to change terms and conditions in Wales do not form part of this year's remit because of the challenge of timescale. This may not preclude some early discussion on matters ahead of next year's cycle.

13. There will be some issues to be addressed which are not terms and conditions per se but will need to be considered as part of the implementation of a pay uplift in September 2019. These include:
 - i. Comparison with England – what mechanisms exist to ensure that a teacher in Wales is no worse off than those in England – Cabinet Commitment
 - ii. Do we still require individual school pay policies? There is an opportunity to take out some of the bureaucracy and duplication that the current STPCD.
 - iii. Similarly, will it still be the statutory responsibility of schools to apply the document or can this be made more streamlined and efficient as with ii. above

The future of Teachers Pay and Conditions - Teaching: A Valued Profession

14. As part of wider considerations, the Cabinet Secretary for Education commissioned an Independent review of teachers' pay and conditions led by Professor Mick Waters, supported by Professor Melanie Jones and Sir Alasdair Macdonald. The report entitled 'Teaching: A valued profession' was published in September. It contains 37 recommendations on a range of issues associated with teachers' pay and conditions. A link to the report is contained here: <https://beta.gov.wales/independent-review-teachers-pay-and-conditions>
15. The Cabinet Secretary is expected to respond to the recommendations before the end of the year, and any recommendations that are supported in relation to terms and conditions are likely to be considered by the Teachers Pay Partnership Forum at the appropriate time as part of determining a remit for the Independent Welsh Pay Review Body.
16. There are also other recommendations in the independent review which are not strictly terms and conditions and may need to be addressed outside of the any pay and conditions document.

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