

Employment Committee Tuesday 19 March 2024

A meeting of the above Committee will be held in Shire Hall, Market Place, Warwick on Tuesday 19 March 2024, at **5.30pm**.

Agenda

1. Apologies & Substitutes

- (a) to receive apologies for absence from any Councillor who is unable to attend; and
- (b) to receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

1. Declarations of Interest

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be disclosed during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

2. Minutes

To confirm the minutes of the Committee meetings held on

- a) 14 March 2023 **(Pages 1 to 42)**
- b) 17 May 2023 **(Page 1)**
- c) 21 November 2023 **(Pages 1 to 4)**

3. Minutes of the Employment Sub-Committee

To confirm the minutes of the Sub-Committee meeting held on 9 June 2023.

(Pages 1 to 2)

4. Update to Scheme for Voluntary Early Retirement by Reason of Interests of the Efficiency of the Service

To consider a report from People & Communications.

(Pages 1 to 7)

5. **Pay Policy Statement 2023-24**

To consider a report from People & Communications.

(Pages 1 to 16)

6. **Gender and Ethnicity Pay Gap Reporting as at 31.3.23**

To consider a report from People & Communications.

(Pages 1 to 10)

7. **Public and Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Item Numbers	Paragraph Numbers	Reason
7	1	Information relating to an Individual

8. **Confidential Minutes**

To confirm the confidential minutes of the Committee meeting held on 14 March 2023.

(Pages 1 to 5)

Published Monday 11 March 2024

General Enquiries: Please contact Warwick District Council, Town Hall, Parade, Royal Leamington Spa, CV34 4AT.
Telephone: 01926 456114
E-Mail: committee@warwickdc.gov.uk

For enquiries about specific reports, please contact the officers named in the reports.
You can e-mail the members of the Committee at
employmentcommittee@warwickdc.gov.uk

Details of all the Council's committees, councillors and agenda papers are available via our website on the [Committees page](#)

We endeavour to make all our agendas and reports fully accessible. Please see our [accessibility statement](#) for details.

The agenda is available in large print on request,
prior to the meeting, by emailing
@committee@warwickdc.gov.uk or telephone
(01926) 456114

Employment Committee

Minutes of the meeting held on Tuesday 14 March 2023 at the Town Hall, Royal Leamington Spa at 6.00pm.

Present: Councillors Day, K Dickson, Hales, Kennedy, Kohler, Mangat, Tangri and Tracey.

15. **Appointment of Chair**

In the absence of the Chair and Vice-Chair, it was proposed by Councillor Tracey, seconded by Councillor Day and

Resolved that Councillor Mangat be appointed as Chair for the meeting.

16. **Apologies and Substitutes**

- (a) apologies for absence were received from Councillors B Gifford, Margrave, Noone and Redford; and
- (b) there were no substitutes.

17. **Declarations of Interest**

There were no declarations of interest made.

18. **Minutes**

The minutes of the meeting held on 29 November 2022 were taken as read and signed by the Chairman as a correct record.

19. **Gender and Ethnicity Pay Gap Reporting 31 March 2022**

The Committee considered a report from the Head of People and Communications which presented the mandatory gender pay gap information that had to be reported to Central Government and published on the Warwick District Council's website. It also presented the Ethnicity Pay Gap reporting and recommended its publication by the Council.

In accordance with the Equality Act 2010, with effect from 30 March 2018, it was a requirement to report and publish specific gender pay gap information, and this was the fifth annual statement.

A Task & Finish group was agreed at the meeting of the Overview and Scrutiny Committee in July 2020, with the remit to consider 'The Council's approach to equality and diversity, especially with regard to race'. Although this was not a legal requirement, Council decided on 24 June 2020 that "in order to support its consideration of the report and the monitoring of the action plan, the Council requires the publication of relevant annual data, including an Ethnicity Pay Gap report alongside the current Gender Pay Gap report".

The Warwick District Council gender pay reporting figures had been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The data included the

following types of staff: employees with a contract of employment (part time, full time, permanent and fixed term) and Casuals/Workers, as attached at Appendix 3 to the report.

The Mean Gender pay gap was 12.87%, which was a total decrease of 2.43% 2018 and decrease from 13.93% in 2021.

The Median Gender pay gap was 11.9%, a total increase of 1.0% since 2018 but decrease from 15.54% in 2021.

The Mean Bonus pay gap (classed within WDC as honoraria and long service award) was 29.06%, with males receiving a higher mean bonus (males – 3 honoraria/1 long service; females - 2 honoraria/4 long service).

The Median bonus payment (classed within WDC as honoraria and long service) was 51.64%, with males receiving a higher median bonus based on the breakdown of male/female as above.

On 31 March 2022, the reported establishment had decreased by sixty-eight (574), with 22 of these being casuals who had left the establishment.

The percentage of females in the lower quartile had increased by 4.5% and by 1.6% in the lower middle quartile.

The proportion of females in the top two pay quartiles was 46.4%, slightly under the 48.5% that it was on 31 March 2021.

The data provided was of 31 March 2022 - the requirement to produce this data was always one year previous. Based on the new I-Trent reporting, officers were now in a position to prepare more timely information as of 31 March 2023.

The new Equalities, Diversity and Inclusion (EDI) Business Partner, who was appointed in December 2022, would support further analysis and actions as part of the review of the EDI strategy. It should be noted that addressing the underlying causes of a gender pay and ethnicity pay gap, as well as developing an effective action plan, was an ongoing and iterative process, and the data should not be reviewed in isolation. This was significantly related to the points made in Appendix 2 to the report where, as of 31 March 2022, 48% of employees had not declared, resulting in a proviso on how effective the data was to use in any review. Time was required to both consider in detail the approach to adopt and to refine the content, as well as to consider comparative data to be able to benchmark best practice both internally and externally.

The Council continued to promote and review the benefits of working for Warwick District Council through its 'family friendly' policies, schemes and training, for example: maternity 'pay back' scheme withdrawn; health and well-being scheme; agile working; continued development of flexible working options that would support effective work-life balance; development opportunities including an increased promotion of 'work apprenticeship' training.

There were no alternative options considered. The Gender Pay Gap reporting and publishing was required by law, and the Ethnicity Pay Gap publishing had been requested by Council.

An addendum circulated prior to the meeting advised Members of a formula error on the reports produced to provide the data for the gender pay gap reporting and Appendix 1 to the report. This had been reviewed for all other areas of the report to ensure accuracy. The addendum highlighted where corrections were made in the appendix as well as in the report.

The Members/Trades Unions Joint Consultation & Safety Panel agreed with the recommendations in the report.

In answer to questions from Members, the Head of People and Communications and the Learning and Development Officer advised that:

- The 2023 Gender and Ethnicity Pay Gap report would be brought forward to the Committee at the earliest opportunity, and the target date was the September 2023 Employment Committee meeting.
- The data was just one part of the evidence, and she was also looking at surveys, interaction with staff, training etc.
- She was happy to circulate to Members a revised report and appendix with the correct figures.
- In terms of gathering some of the data, currently, employees had to physically go into the system to declare personal information, where they could also choose the "prefer not to say" option.
- Employees were now using the HR Payroll system for much more and on a more regular basis to book training, check payslips etc. They were encouraged to regularly check their personal details, and certainly the aim was to point new starters to complete these at the beginning of their employment.
- The "prefer not to say" option was individual for each characteristic.

In answer to a question from Councillor Kohler, the Civic & Committee Services Manager advised Members that the original report had been published in line with the statutory requirements and it therefore could not be replaced with a new version. However, all the changes to it had been clearly reflected in the addendum, and the correct figures would be captured in the minutes of the meeting and Appendix 1 before they were presented to Council the day after the meeting.

It was proposed by Councillor Tracey, seconded by Councillor Hales and

Recommended to Council that:

- (1) the publication of the Gender Pay Gap reporting as of 31 March 2022, presented in Appendix 1 and updated in the addendum, be agreed prior to its publication 1 April 2023; and
- (2) the publication of the Ethnicity Pay Gap reporting as of 31 March 2022 presented in Appendix 2 to the report, be agreed.

20. **Pay Policy Statement 2023-24**

The Committee considered a report from the Head of People and Communications which presented the Council's Pay Policy Statement for 2023-2024 as required under the Localism Act 2011, Chapter 20, Part 1 Local Government, Chapter 8 Pay Accountability.

Agreeing and publishing the Pay Policy was a legal requirement. The statement had to be published once it had been approved, and it would then be available on the Council's website.

The report gave a definition of Chief Officers and lowest paid employees. It covered different elements of remuneration and outlined the guidelines and policies that governed remuneration.

The Pay Policy Statement had to be prepared on an annual basis beginning with 2012-2013 financial year and each subsequent year as set out in the Localism Act 2011.

The statement had to contain details of the authority's policies in relation to remuneration for its Chief Officers. It had to also include a definition of its lowest paid workers and the policy in relation to their remuneration. It had to include the relationship in remuneration between Chief Officers and lowest paid workers; this had been illustrated by ratios.

The statement also included levels and elements of remuneration for Chief Officers, remuneration for the recruitment of Chief Officers, increases and additions to Chief Officers, performance related or other bonuses for Chief Officers, the approach to Chief Officer remuneration if they ceased to hold office or ceased employment and the publication of and access to information relating to Chief Officer remuneration.

There were no alternative recommendations in respect of the Pay Policy Report as it was a legal requirement.

It was proposed by Councillor Day, seconded by Councillor Kennedy and

Recommended to Council that the Pay Policy Statement attached at Appendix 1 to the report be agreed as presented and its publication for the 2023-24 financial year, be agreed.

21. **People Strategy Report 2023 – 2027**

The Committee considered a report from the Head of People and Communications which set out the guiding principles within which the Council would make decisions that affected its employees. The principles acted as a framework which would not only guide the decision making in relation to staffing matters, but impact on the culture of the organisation moving forward. The aims of the People Strategy and the associated actions were set for a four-year period and would be reviewed in line with changing organisational needs.

The purpose of the People Strategy attached at Appendix 1 to the report was to support the achievement of the Council's corporate objectives. Its

aim was to ensure that the approaches to resourcing, learning and development, cultural change and organisational development were designed to deliver the workforce that the Council required.

Following the impact of Covid-19 and the cessation of the merger process, the People Strategy and associated actions had been reviewed to ensure that it was fit for purpose to continue the priorities of the Council and workforce planning.

The Council had maintained a People Strategy since 2003, which had been reviewed and updated on a regular basis. The themes from the previous strategy included: Leadership and Organisational Development; Workforce Planning and performance; Equality and Diversity; Learning and Development; Communications, Involvement and Engagement; Employee Well-being, Reward and Recognition.

These had now been updated to recognise new themes that were considered a priority for the Council:

- Smarter Working & the Working Environment;
- People (Workforce) Planning, Organisational Development & Performance;
- People Recruitment, Retention and Brand Identity;
- People Equality Diversity & Inclusion;
- People Learning and Development;
- People Health & Well-being; and
- People Communications & Engagement.

These themes were aligned with Warwick District Council Business Strategy and operated within the context of budget pressures, increasing expectations from customers and changing demand from many sources, including central government. The themes were constantly evolving and would be reviewed regularly to ensure they were robust.

The underlying progress of the plan was aligned to Year 1 'Build', Year 2 'Strengthen', Year 3 'Consolidate', Year 4 'Review'.

The People Strategy had contributed to some specific areas highlighted below:

- The HR/Payroll Project had continued to develop to support cultural change, the empowerment of management and staff, and the aim to become less reliant on paper processes. With the introduction of 'Your HR' on I-Trent, this online service had enabled managers to monitor absence; annual leave; expenses and learning and development. It also provided access to establishment reports and provided staff with more accessible access.
- Learning and Development had evolved into a much more blended approach, with a mixture of both virtual and face to face courses available. Officers had regularly reviewed and evaluated the impact of these new delivery styles. In most cases, the increase in accessibility had enabled more staff to attend. HR workshops had provided training and guidance related to WDC policies, procedures, and guidance. Other learning options with an external input included: coaching; mentoring and tailored training where required. Partnership Working

- with West Midlands Employers had allowed officers to ensure economies of scale and review return on investment.
- The audit tool 'Meta Compliance' had provided a more effective way to ensure staff read and understood essential information and had directly contributed to the Council's transformation agenda relating to 'Ways of Working'.
 - The Health Officers Group had been significant in promoting health initiatives across the Council: the health and wellbeing scheme included 24-hour 'Employee Assistance' relating to support for areas such as financial wellbeing, mental health, and bereavement. Over 140 staff had participated in the bite-size sessions on 'Working Remotely', 'Mental Health for Managers' and 'Health and Wellbeing Resilience'. Other examples included ideas on how to keep warm in the winter, taking regular breaks, access to discounted clubs, and exercise and menopause awareness.
 - Achievement of the 'Thrive at Work Wellbeing Award (Bronze)'. Thrive offered a holistic approach and practical framework designed to support Warwick District Council in creating a workplace that promoted employee health and wellbeing. It was a blend of organisational and individual wellbeing elements which were broken down into 'modules' such as policy and procedures, mental health, musculoskeletal, and promoting healthy lifestyles.
 - 'Staff Voice' group continued to represent wider views of staff and provided honest and open feedback to the Transformation Steering Group.
 - Ongoing positive engagement with Unison. The branch had been proactive with working with the employer on input into policies, health and well-being initiatives, and many other areas.
 - Significant progress on Equalities, Diversity and Inclusion (EDI) agenda in conjunction with the Equality & Diversity Task & Finish Group. Ethnicity pay gap reporting from 2020; appointment of an EDI Business Partner; updated guidelines for Equality Impact Assessments; ongoing promotions and awareness campaigns included 'Black History Month' and 'Race Equality Week'.
 - A review of 'Comensura', the framework providing our Agency staff providing more support for managers who required immediate support for resources.
 - The Ways of Working group had evolved throughout the pandemic. Staff surveys and engagement had continued to inform the Council's journey and introduction of 'agile' working. This had been facilitated through training: 'Effectively Managing your Team', 'Virtual Masterclass', 'Motivating and Managing Teams in a Hybrid World' where over 170 Managers had attended.
 - Communication was regularly reviewed. They were ongoing and well-received through the intranet messages and the weekly "5 things" email. In addition, there were regular staff briefings and Managers' Forums dedicated to updating all staff and managers on any developments.
 - The 'Applause Box' launched in August 2022 recognised the hard work of staff throughout a challenging few years, together with a standing ovation from Councillors at a Council meeting. The scheme offered staff access to initiatives including mental and physical wellbeing, personal and professional development, team 'belonging', and recruitment promotion of 'refer a friend'.

- As of October 2022, since its launch in 2018 the Corporate Apprenticeship Scheme had funded opportunities for 23 apprenticeships. To date, 10 had secured alternative employment with the Council.

The People Strategy 2023 - 2027 supported the corporate values and objectives of the Council, through achieving the following priorities:

- The 'Recruitment, Retention and Remuneration' Project began in 2022 following the dissolution of the merger. Themes were identified to ensure targeted resources for specific priorities to be reviewed including pay benchmarking, the way recruitment was conducted and a full review of the successful apprenticeship scheme. Further work was ongoing for 2023 - 2024 including proposed implementation of job families to support more effective job profiling, updates to the recruitment processes including branding, effective marketing and advertising, evaluation of the training offering and how a blended approach was utilised to delivery, as well as utilising coaching and mentoring.
- Planned launch of the 'new' WDC Intranet to support the 'People Communications and Engagement' theme within the People Strategy. Communicating and engaging with people in honest and accessible ways, considering the importance of workplace behaviours, that would allow everyone to understand what the Council was trying to achieve and how to play their part in it.
- The new Equalities, Diversity and Inclusion (EDI) Business Partner was progressing this agenda further, with plans to highlight immediate priorities and longer term actions and awareness of EDI throughout the organisation: work with the Elections Team on ensuring that voters were not disadvantaged regarding facilities and the new photo ID change; work with the Learning & Development Officer to scope and provide training on 'LGBT+ awareness', 'Workplace Behaviours', 'Disability Awareness' and 'Microaggressions'; ensuring EDI was representative in all training and policies.
- Officers needed to build on the employment benefits package by developing a 'total reward package', which would create a stronger employment brand, supporting the Council's aim to become an 'employer of choice'. This would link to the launch of the of the 'Applause Box' (Part 2) based on the success of the 'Applause Box' launched in August 2022.
- The ways of working group would continue to review how the Council could evolve as an organisation and would be a key link in the Relocation project and smarter ways of working linking to the Climate Change agenda.
- Training and developing employees to embrace change both within their current jobs and in future ways of working and delivering services. Supporting the 'Change Programme' and linking to the Digital Transformation agenda to support people processes. Leading organisational change and development in an open, transparent, and engaging way.
- The Wellbeing Strategy 2023 -2027, attached at Appendix 4 to the report, consolidated and proposed the themes for wellbeing to progress the existing remit.

The People Strategy Workplan attached at Appendix 1a to the report would be developed and monitored through the Transformation Steering

Group, Senior Leadership Team, Joint Communication Forum, Members Trades Union Panel and Programme Advisory Board with regular updates to all Councillors as part of the quarterly 'Workforce Update'.

As identified in some of the significant areas achieved in section 1.4 in the report, training and support had been a constant to ensure managers and staff had been able to adapt to the new ways of working.

The 'Flexi-Time and Time Recording Policy' attached at Appendix 2 to the report had been updated to remove set working hours around 'office' opening times where roles allowed it, and provided further clarity on the agile working model through the 'Agile Working Guidance' attached at Appendix 3 to the report. This followed on from the Ways of Working Managers Guide to consolidate these key areas.

In terms of alternative options, benchmarking with other organisations were considered to ensure the WDC People Strategy was both tailored and fit for purpose based on the challenges the Council was facing, both in the short term and long term.

The Members/Trades Unions Joint Consultation & Safety Panel agreed with the recommendations in the report.

Councillors Day and Kennedy congratulated the Human Resources team for developing a new strategy in the changing working conditions and for the clearly set priorities, including the Applause Box package.

Councillor Tracey emphasised that the work had been done in close collaboration with the Senior Management Team, Staff Voice, and other colleagues.

In answer to questions from Members, the Head of People and Communications advised that there was a plan in place to review the impact on the organisation, and she had been reviewing employee surveys from the last three to four years, with some of the feedback having been read at the Overview & Scrutiny Committee.

It was proposed by Councillor Tracey, seconded by Councillor Hales and

Resolved that

(1) the proposed People Strategy 2023 – 2027 attached at Appendices 1/1a to the report, be supported with effect from 14 March 2023; and

(2) the updates to the WDC Flexi-Time and Time Recording Policy attached at Appendix 2 to the report and the supporting Agile Working Guidance attached at Appendix 3 to the report be approved with effect from 15 March 2023.

22. **Amendment to Agreement Relating to Joint Negotiation, Consultation and Communication**

The Committee considered a report from the Head of People and Communications which summarised an update to the Agreement Relating to Joint Negotiation, Consultation and Communication agreed between Warwick District Council (WDC) and the WDC Branch of Unison.

Further to a review of the agreement relating to Joint Negotiation, Consultation and Communication with Unison, it was identified that changes to the agreement were required which included: the number of representatives from Unison to equal that of Members from each recognised political groups; deletion of reference to GMB; inclusion of Deputy Chief Executive or 'nominated representative'; deleted reference to 'all employees' as part of the consultation process, but included for statutory purposes on page 9 of the document; deleted timetable, which was out of date, but to include 'timetable to be agreed with UNISON'.

It was believed that the Managerial and Professional Officers Union (MPO) was recognised by Warwick District Council, for collective bargaining purposes, in the late 80s. Since that time, it merged with the GMB, becoming GMB/MPO, and subsequently was rebranded as GMB. WDC's Time off For Trade Union Activities and Joint Consultation Agreement both made reference to Unison and GMB/MPO.

Therefore, a relationship was inherited with the GMB Union. Over recent years, no member of WDC staff had undertaken the role of GMB Secretary and communication had taken place with the regional office. Invitations and papers of the MTU had been sent out, but not responded to. WDC was not aware of any current GMB members and as subscriptions were not made through payroll, but via direct debit, it was not possible to quantify numbers.

Therefore, in order to prioritise and streamline consultation and communication with Unison, Warwick District Council's other recognised union, it was proposed to derecognise GMB.

A letter was sent to the GMB Regional Secretary advising of the proposal to derecognise the union, but a response had not been received within the requested one-month period. During subsequent correspondence, no reason was given by GMB as to why the Council should not proceed with the derecognition.

In terms of alternative options, the Council could choose not to revise the agreement, but this would not assist officers to further develop constructive engagement within the scope of the agreement with Unison and supporting committees/groups.

The Members/Trades Unions Joint Consultation & Safety Panel agreed with the recommendations in the report.

It was proposed by Councillor Kennedy, seconded by Councillor Tangri and

Recommended to Council that the proposal to cease to recognise, negotiate or consult with GMB Union on all matters within s178(2) Trade Union and Labour Relations (Consolidation) Act 1992 TULR(C)A '92, be approved.

Resolved that the updated agreement as set out in Appendix 1 to the report and agreed with Unison, be approved.

23. **Public and Press**

Resolved that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraph of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Minute Number	Paragraph Numbers	Reason
24	1	Information relating to an individual
	2	Information which is likely to reveal the identity of an individual
	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

24. **Revision to Senior Leadership Team at Warwick District Council**

The full details were contained within the confidential minutes of the meeting. The recommendations in the report were approved.

(The meeting ended at 6.44pm)

CHAIRMAN
19 March 2024

ETHNICITY PAY GAP REPORTING 2022/23

DATA AS AT 31.3.22

1. Background Information

- 1.1 The ethnicity pay gap report for Warwick District Council (WDC) sets out the ethnicity pay gap information relating to employees and is calculated in line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.
- 1.2 Unlike the gender pay gap, there is no legal requirement for companies to publish their ethnicity pay gap. A recent report by the Commission for Race and Ethnic Disparities recommended that the practice remain voluntary due to a lack of diversity in some parts of the country. A coalition of workers' groups have called for ethnicity pay gap reporting to be made mandatory so employers can better address pay disparities. Warwick District Council has decided to voluntarily publish its ethnicity pay gap data because we believe it's an important step towards ensuring our workforce is diverse, inclusive, and fair for everyone.
- 1.3 This report identifies the Council's ethnicity pay gap data using pay data on the snapshot date of 31st March 2022, and in relation to 'bonuses' paid between 1st April 2021 and 31st March 2022.
- 1.4 The WDC ethnicity pay reporting figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Advice received from the Warwickshire County Council Equality, Diversity and Inclusion Practitioner is that for the purposes of the calculation 'Not declared' should be included in the White British category.
- 1.5 The acronym non-white (Black, Asian and minority ethnic) is used throughout this report however, we recognise its limitations as a term that combines and therefore dilutes the experiences of Black, Asian, and other ethnic groups.
- 1.6 The data includes the following types of staff:
 - Employees with a contract of employment (part time, full time, permanent and fixed term)
 - Casuals/Workers
 - Apprentices
- 1.7 The data does not include temporary staff employed through an agency.

2. Ethnicity Profile

- 2.1 As at 31.3.22 Warwick District Council employed 506 people.
- 2.2 Between 2018 and 2021 the percentage of employees who identified as non-white has increased by 1.4% to 10.1% (See 2.4).
- 2.3 In this period the non-white profile at the Council, comparing the percentage of White British and Not declared, shows a slightly lower representation of non-white employees (10.1%) compared with the general Warwickshire population (11.8%).
- 1.8 In April 2021 we moved to a combined HR & Payroll system – I-Trent, from our previous payroll system, Resourcelink. Our equality and diversity information could not be automatically transferred due to the updated ethnicity categories on I-trent (in line with Census ethnicity categories).

We have asked and reminded all employees to update their information and the benefits of why we ask, with the additional option of prefer not to say to confirm that they have made a considered choice not to provide information.

As at 31.3.2022 48% of employees had not declared, with 0.6% stating prefer not to say, which after review, gives an inaccurate picture of our establishment. In the preceding year we had sent out reminders via managers, an intranet messages, and a compliance system.

This data is now collected as part of the recruitment process (where provided as part of the application) however is still voluntary to provide.

	2022	%
Not Declared	243	48%
Prefer not to say	3	0.6%
Non-white	29	5.7%
White	231	45.7%
Total	506	

Year	Not declared and White British	%	Non-white	%	Total
2021	516 (63 Not declared)	89.9	58	10.1	574
2020	510 (60 Not declared)	90	57	10.0	567
2019	505 (64 Not declared)	90.6	52	9.4	557
2018	487 (47 Not declared)	91.3	46	8.7	533

- 2.5 Due to the low number of employees declaring their ethnicity as at 31.3.22, a breakdown has not been provided as this information can identify an individual.
- 2.6 Ethnicity is considered to be special category of personal data. If raw figures are provided, this could constitute personal data and directly identify an individual.

Not declared	2021	2020	2019	2018
Employees	63	60	64	47
% Of employees	10.98%	10.6%	9.4%	8.8%
Full time	38	34	38	31
Part time	9	10	10	10
% Part time	14%	16.6%	15.6%	21.3%
Casual workers	16	16	16	6
Average week p/t	22.7	21.4	21.1	20.3
Hours between	7.67 - 35	7.50 - 35	7.50 - 33.5	7.67 - 33.5
Average week all	34.4%	33.6%	33.7%	32.9%
% Managerial roles	23.8%	15%	15.6%	19%
Non-White	2021	2020	2019	2018
Employees	58	57	52	46
% Of employees	10.1%	10.0%	9.4%	8.7%
Full time	40	39	37	32
Part time	17	17	13	10
% Part time	29.3%	29.3%	25%	21.7%
Casual workers	1	1	2	4
Average week p/t	25.22	25.3	22.2	25.3
Hours between	7.67 - 35	7.67 - 35	7.67 - 35	8.63 - 35
Average week all	33.5	33.5	33.2	34.2
% Managerial roles	13.7%	14%	11.5%	8.7%

White British	2021	2020	2019	2018
Employees	453	450	441	438
% Of employees	78.9%	79.4%	79.1%	82.5%
Full time	298	288	284	263
Part time	124	124	120	132
% Part time	27.4	27.6%	27.2%	30%
Casual workers	31	38	37	43
Average week p/t	22.2	22.5	22.5	23.14
Hours between	6.23 -35	7.50 - 35	7.67 - 35	7.67 - 35
Average week all	32.7	32.7	32.7	32.43
% Managerial roles	17.6%	18.2%	20.6%	21.5%

3. Mean, Median and Bonus Ethnicity Pay Gap Results

3.1 The methodology as that used in calculating the Gender Pay Gap reporting has been used. A summary of the results for Warwick District Council are set out below:

		Not declared and White British	Non-white	Pay gap
Mean hourly rate	2022	£15.65	£14.15	13%
	2021	£14.82	£12.95	12.62%
	2020	£14.00	£12.62	9.85%
	2019	£13.62	£11.66	14.39%
	2018	£13.33	£11.81	11.40%
Median hourly rate	2022	£13.70	£11.24	18.00%
	2021	£13.21	£10.94	17.18%
	2020	£12.35	£10.54	14.65%
	2019	£11.74	£10.27	12.52%
	2018	£12.13	£10.44	13.93%
Mean bonus payment	2022	£483.60	£483.60	0.00%
	2021	£936.00	£476.50	49.10%
	2020	£413.33	£370.00	10.84%
	2019	£434.88	£600.00	-37.96%
	2018	£829.89	£657.60	20.76%

Median bonus payment	2022	£757.34	£483.60	56.60%
	2021	£500.00	£500.00	0.00%
	2020	£444.00	£370.00	16.66%
	2019	£300.00	£500.00	-66.66%
	2018	£750.00	£750.00	0%
Proportion who received a bonus	2022	2.30%	3.20%	
	2021	6.78%	6.89%	
	2020	1.76%	1.75%	
	2019	14.45%	7.69%	
	2018	3.69%	10.87%	

3.2 Mean ethnicity pay gap

There is a 13% pay gap between the mean hourly rate for non-white employees and White British/Not declared employees on 31st March 2022.

3.3 Median ethnicity pay gap

There is a 18% pay gap between the median hourly rate for non-white employees and White British/Not declared employees on 31st March 2022

3.4 Bonus pay

In terms of mean bonuses, the bonus paid show a 0% Mean pay gap in 2022 - 2023. In terms of median bonuses, those of non-white background earn less than White British/Not declared employees.

4. Proportion by pay band quartiles

4.1 2022 – 2023 hourly rates within Warwick District Council range from £4.62 (apprentice rate) to £60.70.

4.2 Any further analysis of this data will not assist as this information has not been provided by 48% of our employees.

When dividing groups of employees into 4 quartiles the pay rates are shown below:

WDC Pay Quartiles by Ethnicity 31.3.22					
Quartile	Not declared/ Prefer not to say/ White British	%	Non-White	%	Total

Lower Quartile - 4.62 - 11.02	115	91.27%	11	8.73%	126
Lower Middle Quartile - 11.02 - 13.44	120	94.49%	7	5.51%	127
Upper Middle Quartile - 13.44 - 18.84	121	95.28%	6	4.72%	127
Upper Quartile - 18.84 - 60.70	123	96.85%	4	3.15%	127

WDC Pay Quartiles by Ethnicity 31.3.21					
Quartile	Non-white	%	Not declared & White British	%	Total
Lower Quartile £4.55 to £10.83	14	9.79%	129	90.21%	143
Lower Middle Quartile £10.83 to £13.21	24	16.67%	120	83.33%	144
Upper Middle Quartile £13.21 to £17.06	12	8.39%	131	91.61%	143
Upper Quartile £17.06 to £59.85	8	5.56%	136	94.44%	144

WDC Pay Quartiles by Ethnicity 31.3.20					
Quartile	Non-white	%	Not declared & White British	%	Total
Lower Quartile £4.35 to £10.24	13	9.2%	128	90.8%	141
Lower Middle Quartile £10.24 to £11.88	22	15.5%	130	84.5%	142
Upper Middle Quartile £11.88 to £16.60	13	9.2%	129	91.8%	142
Upper Quartile £16.60 to £58.25	9	6.3%	133	93.7%	142

WDC Pay Quartiles by Ethnicity 31.3.19					
Quartile	Non-white	%	Not declared & White British	%	Total

Lower Quartile £4.10 to £9.78	11	7.9%	112	92.1%	140
Lower Middle Quartile £9.78 to £11.61	19	13.6%	120	86.4%	139
Upper Middle Quartile £11.61 to £15.94	15	10.8%	123	89.8%	138
Upper Quartile £15.94 to £57.11	7	5%	133	95%	140

WDC Pay Quartiles by Ethnicity 31.3.18					
Quartile	Non-white	%	Not declared & White British	%	Total
Lower Quartile £4.59 to £9.55	14	10.5%	120	89.5%	134
Lower Middle Quartile 9.72 to £11.74	14	10.5%	119	89.5%	133
Upper Middle Quartile £11.74 to £15.63	12	9%	121	91%	133
Upper Quartile £15.63 to £55.99	6	4.5%	127	95.5%	133

4.3 Quartile Pay Band Summary - In order for there to be no ethnicity pay gap, there would need to be an equal ratio of non-white to White British employees in each quartile.

4.4 The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

5. Summary of Ethnicity Pay Gap Data as of 31st March 2022

5.1 We will continue to work with the recommendations from the 'Task and Finish' group to support actions that address the ethnicity pay gap. This will align with the EDI plan as part of the overall People Strategy 2023 -2027.

5.2 We will continue to request employees provide sensitive information/data to enable us to report in a more robust fashion in future years.

Definitions and Methodology

For the purposes of reporting, **Standard Hourly Rate** includes the following:

- Basic Salary
- Casual payments
- Honoraria paid monthly to recognize acting up duties
- Shift premium pay
- Retention allowances
- Living Wage Foundation top ups
- Unsocial hours payments
- Standby payments
- First Aid Allowances
- Market Related Supplements

Not required to be included in reporting are:

- Overtime
- Mileage, subsistence and other expenses
- Redundancy payments
- Anyone receiving nil pay during the period e.g. on maternity / sick leave / leave with no pay
- Salary sacrifice amounts

Bonus

Bonus pay means any remuneration that is in the form of money, vouchers, securities, securities options or interests in securities and relates to profit sharing, productivity, performance, incentive or commission. Non-consolidated bonuses are included. Long service awards with a monetary value are also included.

For WDC, this captures Long Service Awards and one-off honoraria payments. Regular honoraria payments are excluded from "bonus" calculations and included in "ordinary pay".

We believe this is in line with the ACAS guidance, but it is unclear whether other Councils have followed this definition as closely as ourselves and we have previously had conflicting advice.

Pay Gap Reporting

The pay gap is a measure of labour market or workplace disadvantage, expressed in terms of a comparison between males and females average hourly rates of pay. The gap can be measured in various ways and it is important to understand how the gap is being measured. The hourly rates of pay, excluding overtime are used to take account of the fact that many more males than females work full-time. Overtime is excluded because it is recognised that male employees work more overtime than female employees due to female's caring responsibility and part-time nature of work.

Gender pay is different to equal pay. The gender pay gap is the difference between the average hourly rate of pay of a male employee and the average hourly rate of a female employee as a percentage. The gender pay gap is calculated using both mean and median hourly rates.

Equal Pay

There have been laws in place since the 1970s requiring employers to pay male and female who are doing 'like work', 'work of equal value' or 'work rated as equivalent' the same salary and to have equal contractual terms such as annual leave and pension payments. The law was updated in the Equalities Act 2010. This is known as equal pay. Equal pay and gender pay are separate and not necessarily related. A company can be equal pay compliant and still have a gender pay gap. When a company pays equally and has a gender pay gap the cause is likely to be the distribution of males and females in different grades.

Mean Vs Median

The mean hourly rate is the 'average' hourly rate when adding together the total of the hourly rates of all employees and dividing the total by the number of employees.

The median hourly rate is a different way of calculating an "average" hourly rate where the average is the middle hourly rate of all employees. This is calculated by sorting the hourly rate of workers from lowest to highest and working out what the middle employee's hourly rate is.

The mean average can be affected by a small number of high earners, whereas the median takes into account the distribution of pay across the workforce and is less affected by a small number of high earners.

Mean Pay Gap

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

To calculate the mean

The mean is an average of all the numbers in a dataset, that is you have to add up all the numbers and then divide the result by how many numbers you are dealing with. To find the mean hourly rate for WDC's full-pay relevant male employees, all the hourly rates will be added together and then divided by the total number of full-pay relevant male employees. This will give the "mean" hourly rate.

Median Pay Gap

The difference between the median hourly rate of pay of male full-pay relevant employees and that for female full-pay relevant employees.

To calculate the median

The median is the numerical value which splits the top 50% and the bottom 50%. To find the median, all the hourly rates for all employees will be listed in numerical order; if there are an odd number of values, the median is the number in the middle. If there is an even number, the median is the mean of the two central numbers.

Bonus

The gender pay gap is the average value of bonuses paid to female relevant employees expressed as a percentage of the average value of bonuses paid to male relevant employees. For Warwick District Council, bonuses as defined for the purposes of the Gender pay Gap are retention payments, one-off honoraria and long service awards.

Regular honoraria payments, to cover an acting up situation, are excluded from "bonus" calculations and included in "ordinary pay".

Mean Bonus Gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

Median Bonus Gap

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

Bonus Proportions

The proportions of male and female relevant employees who were paid bonus pay during the relevant period.

Quartile Pay Bands

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.

Quartiles

A quartile is one of the three points that divide the population of data into 4 equal parts. In the context of gender pay gap reporting, the four quartile pay bands are created by dividing the total number of full-pay relevant employee into four equal parts. For clarification, that is not WDC Pay bands.

Measures

A positive measure, for example 18%, indicates the extent to which females earn, on average, **less** per hour than their male counterparts.

A negative measure, for example -18%, indicates the extent to which females earn, on average, **more** per hour than their male counterparts. This may happen, for example, if WDC employ a high proportion of males in low-paid part-time work, and/or the senior and higher paid employees are female.

PAY POLICY STATEMENT 2023/24

Introduction and Purpose

Warwick District Council aims to have a comprehensive remuneration package that is appropriate and fair for all levels of role and responsibility; ensuring that transparency and equality underpins any rewards.

Under section 112 of the Local Government Act 1972, the Council has the "power to appoint officers on such reasonable terms and conditions as authority thinks fit".

This Pay Policy Statement sets out the Council's approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the statement is to provide transparency with regard to the setting of pay for its employees.

The Pay Policy must set out the authority's policies relating to:

- The remuneration of its key Chief Officers (this includes Chief Executive, Deputy Chief Executive, Heads of Service, Section 151 Officer and Monitoring Officer)
- The remuneration of its lowest paid employees
- The relationship between
 - (i) the remuneration of its Chief Officers, and
 - (ii) the remuneration of its employees who are not Chief Officers

The Pay Policy Statement must include:

- The definition of 'lowest paid employees' for the purposes of this statement
- The Authority's reason for adopting this definition

The Pay Policy Statement must also include the Council's Policy in relation to each of the following:

- Remuneration on recruitment
- Increases and additions to remuneration
- The use of performance related pay
- The use of bonuses
- The approach of payment on their ceasing to be employed by the authority
- The publication of and access to information relation to their remuneration

Once approved by Full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time.

In support of improvements in transparency, and mindful of additional requirements of the Local Government Transparency Code 2015, the Pay Policy Statement signposts to the central point of information on the Warwick District Council website for Data Transparency.

REMUNERATION PROVISIONS

Definition of Chief Officers

For the purposes of this Pay Policy Statement, all references to Chief Officer include Statutory Officers, Chief Officer and Deputy Chief Officers, as defined within Section 43 of the 2011 Localism Act, apart from clerical and administrative posts. In accordance with the Council's Constitution these include:

- Chief Executive
- Deputy Chief Executive
- Programme Director for Climate Change
- Heads of Service
- Section 151 Officer
- Monitoring Officer

The Council's Chief Officer Structure is set out within Article 12 of the Constitution of the Council and published in accordance with the Transparency Code.

Chief Officer grades and salaries are determined using the Hay Evaluation criteria.

For the purposes of the Pay Policy Statement, the Council is required to define and set out the relationship and definition of the lowest paid employee.

Definition of Lowest Paid Employees

For the purpose of this pay policy statement, the definition of the lowest-paid employees adopted by the Council for the purposes of this statement is as follows:

'The lowest paid worker is defined as those on the lowest spinal column point of Grade I, which is the Council's lowest pay grade (excluding apprentices)'. Warwick District Council does not have any employees on the lowest spinal column point and from 1st April 2022 the annual salary of the lowest paid employee is £20,812 (£10.79 per hour).

This places a ratio between the lowest paid and highest paid employee at 5.72:1 from 1st April 2022.

The Council considers this to be the most appropriate definition as this is the lowest contractual pay point and pay level on its substantive pay structure and which normally applies to new entrants to the lowest graded jobs within the organisation.

The exception is employees who are employed on a Government sponsored apprenticeship programme that allows for them to be paid at nationally agreed apprenticeship rates. The recommended pay rates for apprentices should not be lower than the National Minimum Wage and the District Council has adopted a pay range for apprentices that exceeds National Rates for apprentices.

A copy of the Council's pay scales can be found at the end of this statement.

Section 1- POLICY ON REMUNERATION OF CHIEF OFFICERS

1. Levels of Pay for Chief Officers

Appendix A to Minute 20

The Chief Executive as head of the paid service is employed on the JNC terms and conditions of service and paid a salary that is a spot payment, commensurate with the role.

The Deputy Chief Executive (and Monitoring Officer), Heads of Service (which include the Section 151 Officer) are paid within the Warwick Senior Management Grades (WSMG) on a salary which is considered a market rate within the local government sector. There are 3 salary scale incremental levels; the current levels of pay for each Chief Officer are set out in Appendix 1.

Employer contributions for LGPS for 2022/23 is 19.9% and Employee contributions can be found at

<https://www.lgpsmember.org/toj/thinking-joining-how.php#:~:text=Contributions%20table%202021,guaranteed%20by%20law.>

These elements of remuneration for 2022/23 are set out below:

2. Elements of Remuneration for Chief Officers

In addition to the basic salary outlined above, Chief Officers may claim business mileage as HRMC guidelines.

The Chief Executive is the Council's Returning Officer and receives an Election Allowance. This allowance is set by central government and it varies each year depending on the number and type of elections held in each year.

The Council's Monitoring Officer role is carried out by the Deputy Chief Executive, an additional payment for Monitoring Officer duties is not made.

For an exceptional piece of work or an exceptional achievement, a Chief Officer may be awarded an honorarium. The Chief Executive can approve this for any employee and this is either paid as a one off payment or can be a monthly allowance for a temporary period.

3. Pay Levels on Recruitment

The pay level offered on recruitment is typically the bottom point of the salary grade for all roles including Chief Officers. In situations, however, where the individual recruited has a high level of knowledge or skills, and/or previous relevant experience, a higher salary up to the maximum salary for that post, may be authorised by the Chief Executive.

Chief Officers are appointed by the Employment Committee (which reflects all political parties) exercising their delegated powers as outlined in the officer employment procedures.

This excludes the appointment to the role of Head of Paid Service (Chief Executive) and any other posts where the salary is greater than £100,000 where the Employment Committee recommends the appointment to Full Council for approval.

4. Increases to Pay

Any cost of living increases agreed through JNC are applied to Chief Officers pay. This is typically on 1st April each year and incremental increase to their pay will be applied 12 months after the date of appointment.

There are 3 levels of increment; the first is the recruiting salary, the second level is automatic but the final level is subject to a satisfactory performance as signed off by their line manager. It may be withheld if the Chief Officer is deemed to not have a satisfactory performance appraisal or has a live formal written warning for conduct or performance issues.

Where a Chief Officer has given exceptional performance then they may be awarded additional increments outside of the normal incremental timescale as detailed above - subject to their pay not exceeding the maximum salary for their post. This would be authorised by the Chief Executive.

Chief Officers' pay will be benchmarked when required against the market to ensure consistency is maintained both in the peer local authorities and nationally if relevant. Where there are significant changes in market rates then a pay benchmarking assessment will be carried out for Chief Officers.

Where a Chief Officer is temporarily working in a higher level role, (duration of 3 months or more) this may be recognised by payment of an honorarium or the higher salary relevant to that role on a temporary basis.

5. Market Forces Supplement

The Council updated their Market Forces Supplement Scheme in 2017. It is the Council's policy to pay temporary and reviewable 'market forces supplement' to posts where there is clear and demonstrable evidence that the salary level attached to the post creates substantial recruitment and retention difficulties. Any supplement will be automatically withdrawn at the end of two years unless an application for extension is agreed.

6. Performance Related Pay or Bonuses

Exceptional performance of Chief Officers is recognised by either accelerated increments or an honorarium as detailed previously. Poor performance may result in an increment being withheld.

7. Termination Payments

In the case of redundancy, a severance payment would be made to a Chief Officer in line with the current the Discretionary Compensation Policy and as per the Redundancy Calculator. Pension benefits, on termination of employment, prior to reaching normal retirement age, would be calculated in accordance with the Local Government Pension Scheme regulations.

Employees who wish to apply for Early Retirement or Flexible Retirement may do so in accordance with the associated policies for early retirement and flexible retirement. In the case of termination due to Ill-health, a termination payment would not be applicable but an early pension benefit may be awarded by the pension scheme. The pension benefit may include a lump sum in addition to an on-going pension payment.

On termination of employment, if it is not possible or desirable for the Chief Officer to serve their contractual or statutory notice period, then a payment may be made in lieu of the notice period.

Any contractual payments such as outstanding annual leave are usually included in payments on termination of employment. Similarly, any monies owing to the Council would be deducted from payments made on termination.

In exceptional circumstances the Council may choose to make a payment under a Settlement Agreement. Such circumstances could include minimising the risk of uncertainty or disruption to the authority. Such payments are subject to a formal decision by the Chief Executive, in consultation with the relevant Deputy Chief Executive, relevant Head(s) of Service and Group Leaders. Approval will be sought by the Cabinet at its next meeting.

Any severance package that exceeds £100,000 should be approved by full Council. The components of which may include pay in lieu of notice, redundancy compensation, payment made in accordance with a Settlement Agreement, pension entitlements, holiday pay and any fees or allowances paid.

It is not the Council's policy to re-employ or to contract with senior managers who have been made redundant from the council unless there are exceptional circumstances where their specialist knowledge and expertise is required.

Section 2 - POLICY ON REMUNERATION OF ALL EMPLOYEES AND IDENTIFICATION OF OUR LOWEST PAID EMPLOYEES

In 2022/23 the lowest paid persons employed under a contract of employment with the Council were employed on new spinal column point 3 of the NJC Pay. The full time equivalent salary for this point is £20,812. This is the evaluated rate for the job in accordance with the Hay job evaluation scheme and the Council's agreed grading structure.

Using the Hay Job Evaluation process, the Councils uses the nationally negotiated pay spine (further details can be found at www.LGE.gov.uk) as the basis for its local grading structure. This determines the salaries of the large majority of the workforce – apart from Chief Officers - together with the use of other nationally defined rates where relevant. The Council is committed to adherence to the national pay bargaining in respect of the national pay spine and any annual cost of living increases negotiated in the pay spine.

All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by the Council. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

New appointments will normally be made at the minimum of the relevant grade, although this can be varied within the grade where necessary to secure the best candidate. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and

Appendix A to Minute 20

capacity and this would be done in accordance with the Market Forces Supplement Scheme. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.

Section 3 - THE RELATIONSHIP BETWEEN REMUNERATION OF CHIEF OFFICERS AND OTHER EMPLOYEES

The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers (as included within the Hutton 'Review of Fair Pay in the Public Sector' 2010). The Hutton report was asked by Government to explore the case for a fixed limit on dispersion of pay – in that a public sector manager cannot earn more than 20 times the lowest paid person in the organisation. The report concluded that the relationship to median earnings was a more relevant measure and the Government's 'Code of Recommended Practice on Data Transparency' recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the Council's workforce.

Salary Information 2022/23	
	£
Highest Chief Officer Salary	119,126
Median Chief Officers Salary	69,577
Median Officers Salary	27,852
Lowest Officer Salary	20,812
	2022/23
Comparison of the Chief Officers Mean / Officer Mean	2.79
Highest earning Chief Officer/ Pay scale Officer Mean	4.13
Highest earning Chief Officer/ Lowest Pay scale Officer	5.72
Median Chief Officer/ Median Pay scale Officer	2.49
Highest Chief Officer/ Median Pay scale Officer	4.27

These figures are accurate as of January 2023 data and exclude any other payments or allowances. The tolerances are well within the limits recommended by the Hutton report.

As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

Section 4 - PUBLICITY AND ACCESS TO INFORMATION

This policy including Appendices will be available on our web site www.Warwickdc.gov.uk.

Section 5 - RELATED DOCUMENTS

Early Retirement
Redeployment Policy
Recruitment Policy
Final Increment Scheme for Chief Officers
Disciplinary Policy

Flexible Retirement
Ill-Health Retirement Policy
Honoraria Policy
Capability Policy

Market Forces Supplement Scheme
Hay Job Evaluation Scheme

Date of first issue:	March 2012
Date of next review:	January 2024

WARWICK SENIOR MANAGERS GRADES 2022/23

Basic Pay

Grade	Post	Starting Point £	Mid Point £	Max Point £	
CX	Chief Executive	108,967	-	119,126	
WSMG1	Deputy Chief Executive	89,985	93,655	97,323	
WSMG1	Programme Director for Climate Change	89,985	93,655	97,323	
WSMG2	Head of Finance (S151)	79,824	82,929	86,033	
WSMG3	Head of Housing	64,368	66,972	69,577	1, 2
WSMG3	Head of Place, Arts and Economy	64,368	66,972	69,577	
WSMG3	Head of People and Communications	64,368	66,972	69,577	
WSMG3	Head of Customer and Digital Services	64,368	66,972	69,577	
WSMG3	Head of Neighbourhood and Assets	64,368	66,972	69,577	
WSMG3	Head of Safer Communities, Leisure and Environment	64,368	66,972	69,577	

1 = In receipt of a Market supplement
2 = In receipt of an honorarium payment

ELEMENTS OF REMUNERATION FOR CHIEF OFFICERS

Car Mileage Payments

The accumulative mileage claims for the Chief Officer population for 2021/22 is approximately £202.

Election Allowance for 2022/23 (Chief Executive only)

The fee paid to the Returning Officer is determined by legislation and the recovery of the costs for the Returning Officer duties at a UK or European Election is met from Central Government funds and as such does not constitute a cost the Council.

Market Forces Payments

The Head of Housing Services post is currently in receipt of a £6,455 market supplement in accordance with the Market Forces Supplement Scheme.

Honorarium

The Head of Housing is currently in receipt of a £8,333 honorarium payment in accordance with the Honorarium Scheme.

Relocation Scheme

None anticipated for 2022/23

Mortgage Subsidy Scheme

None currently



Salary Grades 1 APRIL 2022

Grade	SCP	Salary	Hourly Rate
I	2	20,441	10.60
	3	20,812	10.79
H	4	21,189	10.98
	5	21,575	11.18
G	6	21,968	11.39
	7	22,369	11.59
	8	22,777	11.81
	9	23,194	12.02
	10	24,054	12.47
	11	24,496	12.70
F	12	25,409	13.17
	13	25,878	13.41
	14	26,845	13.91
	15	27,852	14.44
E1	16	28,371	14.71
	17	29,439	15.26
	18	30,151	15.63
	19	31,099	16.12
	20	32,020	16.60
E2	21	32,909	17.06
	22	33,820	17.53
	23	34,723	18.00
	24	35,411	18.35
	25	36,298	18.81
D	26	37,261	19.31
	27	38,296	19.85
	28	39,493	20.47
	29	40,478	20.98
C	30	41,496	21.51
	31	42,503	22.03
	32	43,516	22.56
	33	44,539	23.09
	34	45,495	23.58
B	35	46,549	24.13
	36	47,573	24.66
	37	48,587	25.18

	38	49,590	25.70
	39	50,608	26.23
	40	51,627	26.76
A	41	52,663	27.30
	42	53,696	27.83
	43	54,729	28.37

WARWICK SENIOR MANAGER GRADES
Salary Grades 2022/23

Grade	WSMG Point	1.4.22 Salary £
WSMG3	1	64,368
	2	66,972
	3	69,577
WSMG2	4	79,824
	5	82,929
	6	86,033
WSMG1	7	89,985
	8	93,655
	9	97,323
C Exec	1	108,967
	2	119,126

GENDER PAY GAP REPORTING 2022/23

DATA AS AT 31.3.22

1. Background Information

- 1.1 The gender pay gap report for Warwick District Council sets out the gender pay gap information relating to employees in line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.
- 1.2 Any company who employs more than 250 employees are required to report on their:
- a. Mean gender pay gap
 - b. Median gender pay gap
 - c. Mean bonus gender pay gap (including long service and honoraria)
 - d. Median bonus gender pay gap (including long service and honoraria)
 - e. Proportion of males and females receiving a bonus payment
 - f. Proportion of males and females in each quartile band
- 1.3 This report identifies Gender pay gap data using pay data on the snapshot date of 31st March 2022, and in relation to 'bonuses' paid between 1st April 2021 and 31st March 2022
- 1.4 The information must be published on both the Council's website and available for at least 3 years and on the designated government website. This is the fourth pay gap data report to be compiled.
- 1.5 The WDC gender pay reporting figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
- 1.6 The data includes the following types of staff:
- Employees with a contract of employment (part time, full time, permanent and fixed term)
 - Casuals/Workers
 - Apprentices
- 1.7 The data does not include temporary staff employed through an agency.
- 1.8 WDC will undertake a review of the past five years gender pay gap figures as part of our Equalities, Diversity and Inclusion agenda, benchmarking our reports with other similar organisations regionally and learning from best practice.

2. Gender Profile

- 2.1 As at 31.3.22 Warwick District Council employed 506 people.
- 2.2 The Council employs a higher percentage of women (56%) than men (44%) at 31.3.22. The percentage of women has stayed the same since 2018.

Appendix 1 to Minute 19

2.3 When compared with Warwickshire's general population of economically active people aged 16 and over, the Council employs a higher percentage of women and a lower percentage of men (56% women employees compared with the general population of 46.8% women, and 44% men compared with the general population of 53.2% men).

		Female	%	Male	%	Total
Number of Employees	2022	286	56.50	220	43.50	506
	2021	322	56.09	252	43.91	574
	2020	320	56.44	247	43.56	567
	2019	313	56.19	244	43.81	557
	2018	296	55.53	237	44.47	533

Female	2022	2021	2020	2019	2018
Employees	286	322	320	313	296
% of employees	56%	56%	56%	56%	56%
Full time	165	166	162	171	152
Part time	101	124	122	115	115
% part time	35%	38%	38%	37%	38%
Casual workers	20	32	36	27	29
Average week p/t	23 hours	23 hours	23 hours	22 hours	23 hours
Hours between	6.23-36 hrs	6.23-35 hrs	7.5 -35 hrs	7.5 -35 hrs	7.5 - 35 hours
Average week all	29.5 hours	31 hours	31 hours	31 hours	31 hours
% Managerial roles	18.5%	17.40%	16.60%	14%	14%

Male	2022	2021	2020	2019	2018
Employees	220	252	247	244	237
% of employees	44%	44%	44%	44%	44%
Full time	186	210	200	187	178
Part time	29	27	28	29	38
% part time	13.1%	10.7%	11%	12%	16%
Casual workers	5	15	19	28	21
Average week p/t	24 hours	22 hours	20.7 hours	21.8 hours	22.8 hours
Hours between	7.67 - 35 hours	7.67 - 35 hours	7.67 - 35 hours	7.67 - 35 hours	7.67 - 35 hours
Average week all	34.4 hours	35.4 hours	35 hours	35 hours	34.7 hours
% Managerial roles	25%	23%	27%	21%	21%

3. Mean, Median and Bonus Gender Pay Gap Results

The guidance detailed on the gov.uk website has been used to calculate this data described as: 'The gender pay gap of the organisation should be calculated as hourly pay, as both a:

- mean figure (the difference between the average of male and female pay).
- median figure (the difference between the midpoints in the ranges of male and female pay)'.

As a summary the results for Warwick District Council are set out below:

	Year	Female	Male	Gender Pay Gap
Mean hourly rate	2022	£14.55	£16.70	12.87%
	2021	£13.66	£15.87	13.93%
	2020	£12.92	£15.08	14.32%
	2019	£12.43	£14.56	14.63%
	2018	£12.20	£14.41	15.30%
Median hourly rate	2022	£13.31	£15.11	11.9%
	2021	£11.96	£14.16	15.54%
	2020	£11.07	£13.11	15.50%
	2019	£11.24	£12.49	10.00%
	2018	£11.02	£12.37	10.90%
Mean bonus payment	2022	£646.30	£911.00	29.06%
	2021	£500.00	£472.00	-5.93%
	2020	£390	£427	8.66%
	2019	£60.90	£61.08	0.29%
	2018	£34.47	£18.20	-89.40%
Median bonus payment	2022	£483.60	£1000	51.64%
	2021	£860.11	£936.76	8.18%
	2020	£444	£444	0%
	2019	£500	£130	-284.60%
	2018	£750	£447	-68%
Proportion who received a bonus	2022	2.8%	1.8%	
	2021	7.76%	5.55%	
	2020	1.50%	2%	
	2019	13.40%	14.30%	
	2018	6%	3%	

3.1 Mean gender pay gap

There is an 12.87% pay gap between the mean hourly rate for Male employees and Female employees on 31st March 2022.

The Council's mean gender pay gap has decreased by 2.43 % from 15.3% since 2018.

The gender pay gap in the UK has been declining since 2017; over the last decade it has fallen by just over one-fifth among all employees. The Council recognises the trend in the gender pay gap nationally and notes that the National Office for Statistics demonstrates a slight widening of the gap in the past year. Our mean gender pay gap is lower than the national average of 14.9% by 2.03%.

The ONS reports that among all employees, the gender pay gap decreased to 14.9%, from 15.1% in 2021, but is still below the levels seen in 2019 (17.4%).

3.2 Median gender pay gap

There is an 11.9% pay gap between the median hourly rate for Female employees and Male employees on 31st March 2022, this is median gender pay gap is lower than to the national average of 15.4%.

3.3 Bonus pay

In terms of mean bonuses, Females employees earned less (£483.60) than Male employees (£911). The gap is 51.64% in favour of male employees.

In terms of median bonuses, Female employees earn less (£483.60) than Male employees (£1000) employees.

WDC are aware that bonus payments include long service awards which demonstrates retention of staff, 2.8% of females received a bonus compared to 1.8% of males reflecting that Female employees are attracting bonus payments in line with WDC policy.

4.0 Pay Quartiles

4.1 2022 – 2023 hourly rates within Warwick District Council range from £4.62 (apprentice rate) to £60.70.

4.2 On 31 March 2022 the highest concentration of female employees is in the lower quartile 68.5%.

4.3 Since March 2018, the percentage of female employees in the lower quartile has increased by 5.8% (63% to 68.5%).

4.4 Since March 2018 the percentage of female employees in the upper quartile has increased by 1.2 % (38% to 39.2%)

When dividing all employees by gender into 4 quartiles the pay rates are shown below:

WDC Pay Quartiles by Gender 31.3.22						
Quartile	No. of males	No. of females	Total	Males	Females	Total %
Lower Quartile £4.55 to £11.02	40	87	127	31.5%	68.5%	100%
Lower Middle Quartile £11.02 to £13.44	45	82	127	35.4%	64.6%	100%
Upper Middle Quartile £13.44 to £18.84	59	68	127	46.5%	53.5%	100%
Upper Quartile £18.84 to £60.70	76	49	125	60.8%	39.2%	100%

WDC Pay Quartiles by Gender 31.3.21						
Quartile	No. of males	No. of females	Total	Males	Females	Total %
Lower Quartile - 4.55 - 10.83	51	92	143	36%	64%	100%
Lower Middle Quartile - 10.83 - 13.21	54	90	144	38%	63%	100%
Upper Middle Quartile - 13.21 - 17.06	61	82	143	43%	57%	100%
Upper Quartile - 17.06 - 59.85	86	58	144	60%	40%	100%

WDC Pay Quartiles by Gender 31.3.20						
Quartile	No. of males	No. of females	Total	Males	Females	Total %
Lower Quartile £4.35 to £10.24	46	95	141	33%	67%	100%
Lower Middle Quartile £10.24 to £11.88	59	83	142	42%	58%	100%

Appendix 1 to Minute 19

Upper Middle Quartile £11.88 to £16.60	58	84	142	41%	59%	100%
Upper Quartile £16.60 to £58.25	84	58	142	59%	41%	100%

WDC Pay Quartiles by Gender 31.3.19						
Quartile	No. of males	No. of females	Total	Males	Females	Total %
Lower Quartile £4.10 to £9.78	55	84	139	40%	60%	100%
Lower Middle Quartile £9.78 to £11.61	57	82	139	41%	59%	100%
Upper Middle Quartile £11.61 to £15.94	49	90	139	35%	65%	100%
Upper Quartile £15.94 to £57.11	83	57	140	59%	41%	100%

WDC Pay Quartiles by Gender 31.3.18						
Quartile	No. of males	No. of females	Total	Males	Females	Total %
Lower Quartile £4.59 to £9.55	54	80	134	37%	63%	100%
Lower Middle Quartile 9.72 to £11.74	48	85	133	36%	64%	100%
Upper Middle Quartile £11.74 to £15.63	52	81	133	39%	61%	100%
Upper Quartile £15.63 to £55.99	83	50	133	62%	38%	100%

4.2 Quartile Pay Band Summary - In order for there to be no gender pay gap, there would need to be an equal ratio of male to female in each quartile.

4.3 The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

5.0 Summary of Gender Pay Gap Data as at 31st March 2021

- The Mean Gender pay gap is 12.87% (a total year decrease of 2.43% since 2018).
- The Median Gender pay gap is 11.9% (a total increase of 1% since 2018)
- The Mean Bonus pay gap has increased to 29.06% with more females receiving a bonus than males however the Median bonus payment gap is 51.64% with males on average receiving a higher amount.

6.0 Analysis

At Warwick District Council the gender pay gap for the mean hourly rate decreased by 2.43%.

The median hourly rate for females increased by 1.41p and the median hourly rate for males grew by 95p. This is largely attributable to the higher number of females in the lower graded roles compared to males.

The lowest pay rate increased from £4.55 to £4.62 due to an increase in the apprenticeship pay rate.

We are committed to encouraging more female staff to lead in senior roles and we are aware that many of our female employees benefit from career progression within the Council.

Our long service awards and Honoraria underpin valuing all staff within their roles and for their service to Warwick District Council.

Our Apprenticeship scheme continues to recruit and retain staff, growing our organisation and encouraging career development.

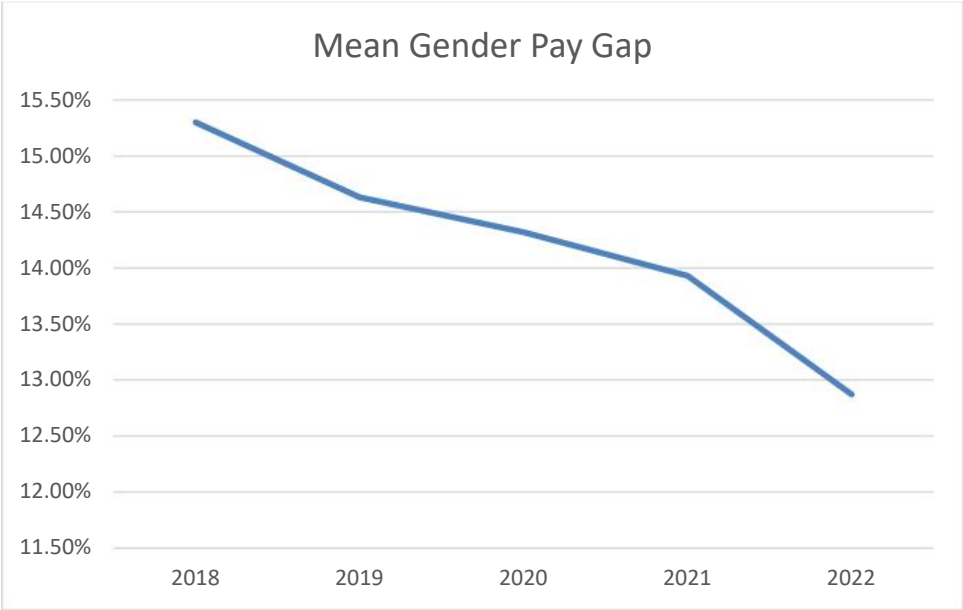
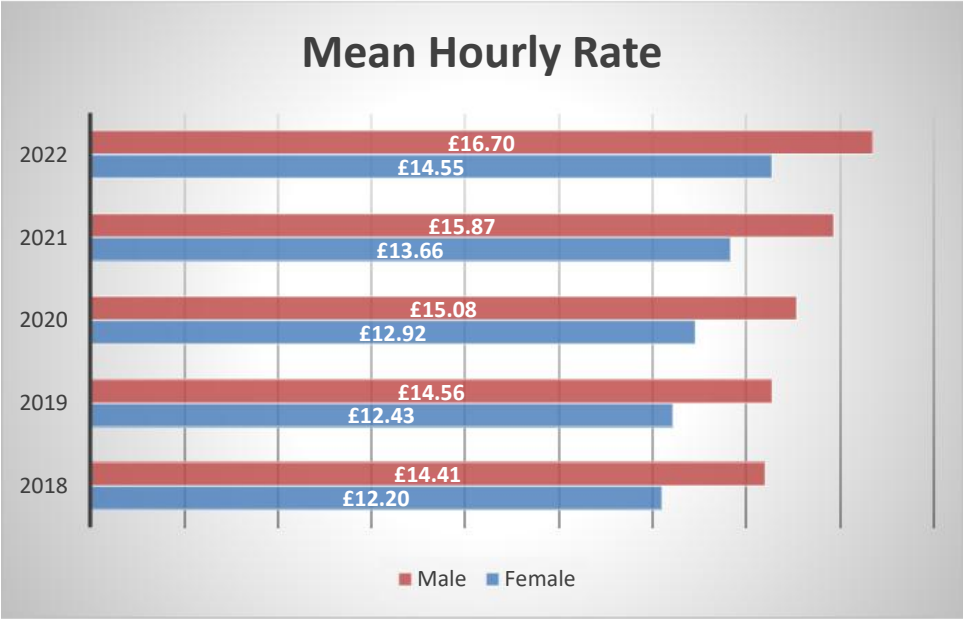
7.0 National Picture

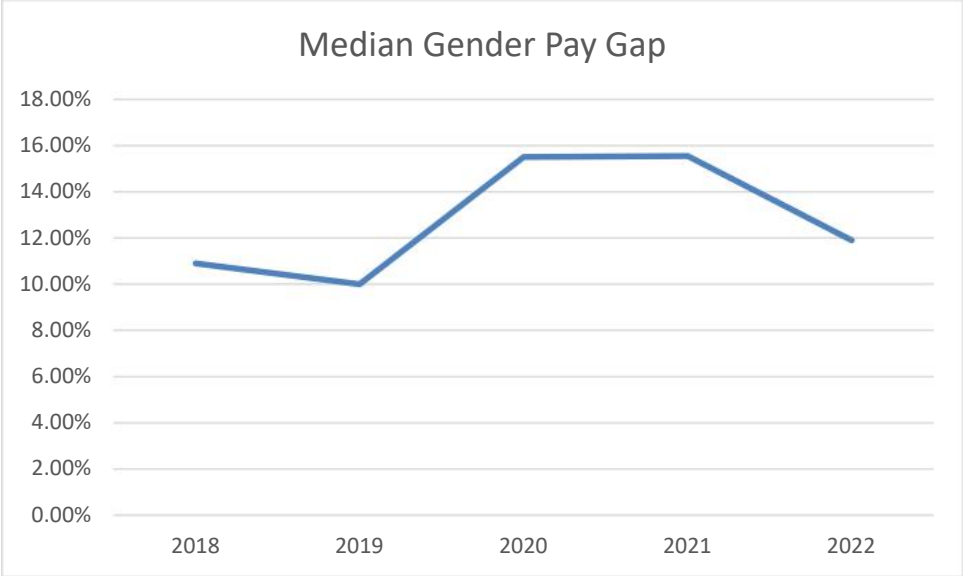
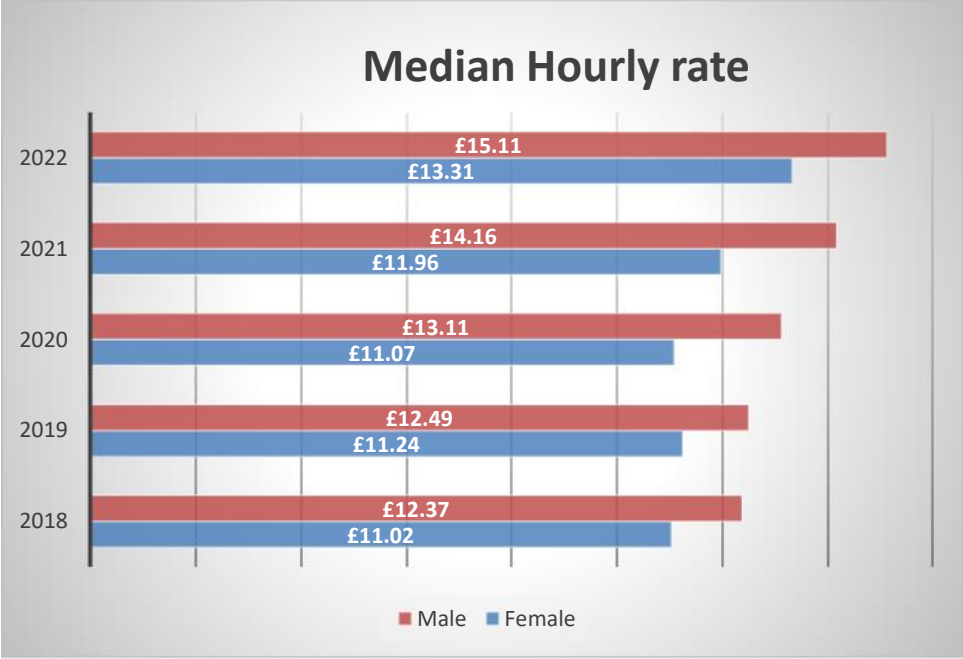
We have compared the Council’s gender pay gap results for the mean and median hourly pay to the Office of National Statistics (ONS) - Annual Survey of Hours and Earnings (ASHE) provisional earnings data for October 2021 for jobs in the United Kingdom in the table below:

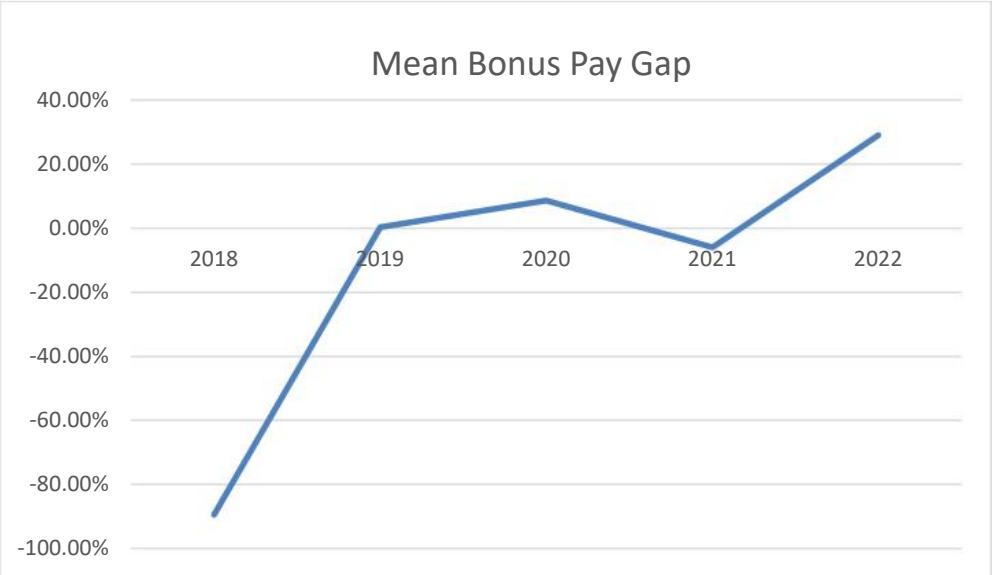
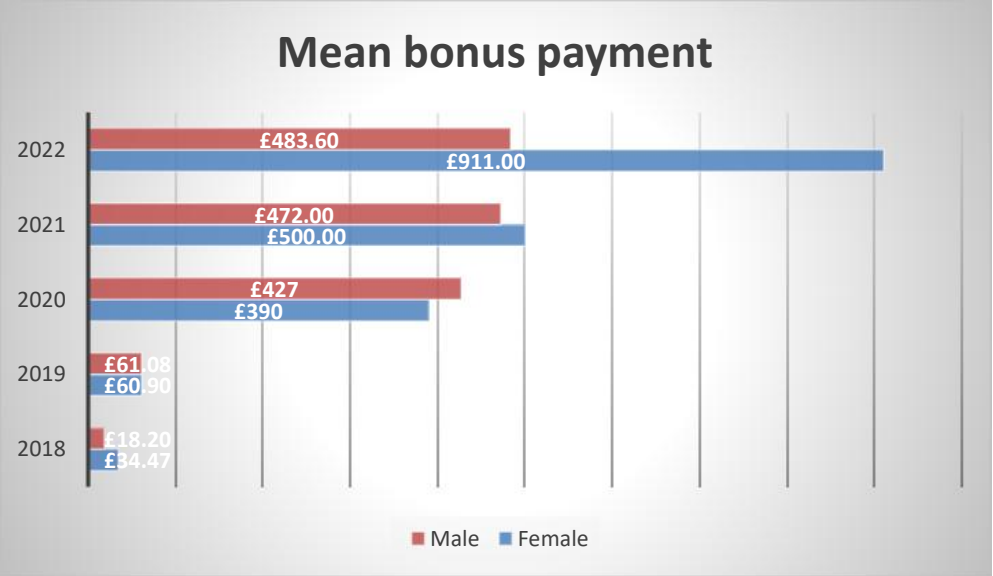
Description	Mean	Median
United Kingdom	14.9	15.4
Public Sector	14.8	18.0
Private Sector	17.8	19.6
Warwickshire	Not available	22.9
Warwick Area	8.8	16.6
Warwick District Council	15.3 (2018) 14.6 (2019) 14.3 (2020) 13.9 (2021) 12.87 (2022)	10.9 (2018) 10.0 (2019) 15.5 (2020) 15.5 (2021) 11.9 (2022)

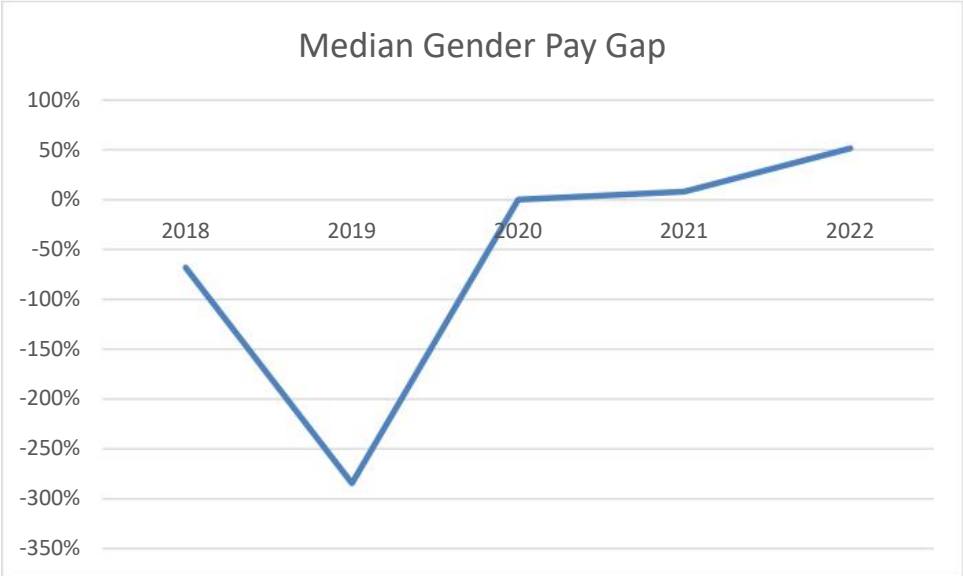
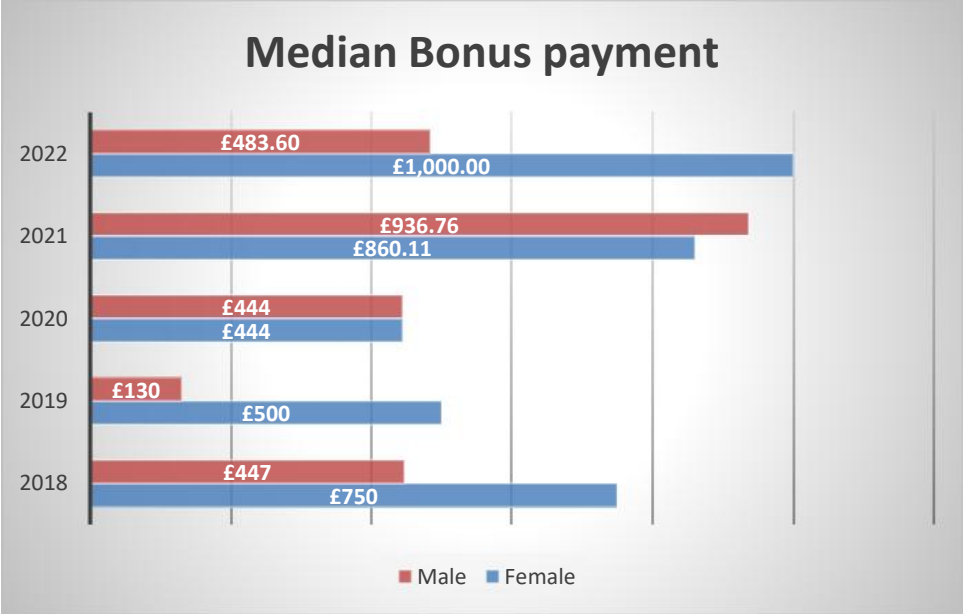
[Gender pay gap - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

Appendix 1a









Employment Committee

Minutes of the meeting held on Tuesday 17 May 2023 at the Town Hall, Royal Leamington Spa at 7.48pm.

Present: Councillors Aizlewood, Davison, K Dickson, Dray, Gorman, King, Margrave, Noonan, Payne, Phillips, Sinnott, Syson and Yellapragada

1. **Appointment of Chairman**

It was proposed, duly seconded and

Resolved that Councillor Sinnott be appointed Chairman of the Committee for the 2023/2024 municipal year.

2. **Apologies for Absence**

No apologies for absence were received.

3. **Declarations of Interest**

There were no declarations of interest made.

4. **Appointment of Vice-Chairman**

It was proposed, duly seconded and

Resolved that Councillor Yellapragada be appointed Vice-Chairman of the Committee for the 2023/2024 municipal year.

5. **Appointment of Sub-Committee for the Recruitment of the Deputy Chief Executive**

The Committee considered the proposals for membership of the sub-committee for the recruitment of the role of Deputy Chief Executive.

Resolved that the membership of the sub-committee is as follows:
Councillor K Aizlewood
Councillor I Davison
Councillor C King
Councillor R Noonan
Councillor J Payne

(The meeting ended at 7.55pm)

CHAIRMAN
19 March 2024

Employment Committee

Minutes of the meeting held on Tuesday 21 November 2023 at Shire Hall, Warwick at 6.00pm.

Present: Councillor Sinnott (Chair), Councillors Aizlewood, K Dickson, Dray, Gorman, King, Noonan, Payne, Phillips, Sinnott, Syson and Yellapragada

6. **Apologies for Absence**

Apologies for absence were received from Councillors Margrave and Davison.

7. **Declarations of Interest**

There were no declarations of interest made.

8. **Corporate Apprenticeship Programme Update**

The Committee considered an annual report from the Head of People and Communications which presented an annual update in relation to the Warwick District Council Corporate Apprentice Programme as requested by the Committee.

The public sector apprenticeships target concluded on 31 March 2022. From 1 April 2022, there was no longer a target set for public sector employers. However, public sector employers who were required to report against the public sector apprenticeships target were asked to voluntarily continue to gather, and later report: new apprenticeship starters; total number of apprentices and organisational headcount. The DFE would publish this data annually to support transparency and external accountability and help maintain the momentum public sector employers had developed.

As of October 2023, since its launch in 2018, the Corporate Apprentice Scheme had funded opportunities for twenty-six apprenticeships. At the time of reporting:

- 10 out of 26 had secured alternative employment with the Council;
- seven out of 26 were still undertaking their apprenticeships;
- nine out of 26 successfully completed their apprenticeships and left for other opportunities; and
- the Council was in the process of recruiting two more apprentices.

In addition, the corporate scheme part funded a Forestry Apprentice employed by Heart of England Forest and seconded to Warwick District Council.

It was particularly positive to report that some apprentices had progressed their careers into managerial and professional roles.

The Apprenticeship Levy was initiated by the UK government in April 2017, for all employers paying a wage bill of more than three million per year. Employers that met the criteria were required to pay 0.5% of their

payroll each month as a levy tax. This levy could then be reinvested into the workforce in the form of apprenticeship training. The Council made a levy payment of £74,464 in 2022/23 which was a payroll deduction, processed directly from payroll each month using the 0.5% apportionment of Gross Pay.

The Council could access its Levy contribution plus 10% to fund apprenticeship training funding each year. This was £84,110 for 2022/23 and should this be exceeded, 80% of excess costs would be topped up by the government.

To maximise the use of the apprenticeship levy, the Council had taken the opportunity to secure apprenticeship training for existing members of staff. This had funded training for 18 staff, largely at degree level. To date, circa £320,000 worth of Levy Funded training had been accessed for established members of staff and £192,500 for apprentices.

Three members of staff who joined the Council as apprentices were now in established positions studying at degree level.

Public sector bodies with 250 or more staff in England had a target to employ an average of at least 2.3% of their staff as new apprentices within the period of 1 April 2017 to 31 March 2023. From a low starting point of 0.19% Warwick District Council achieved an average of 1.6% in this time. This was a significant increase from its starting point.

The average for Public Sector for 2022-23 was 1.7%, including 5.8% in the armed forces and 1.2% for Local Government. A table reporting percentages was included at section 3.2 in the report.

During 2022/23, staff from the Human Resources team attended seven Career/Job fairs held in schools and within the local community. These were also supported by apprentices as ambassadors. These events supported promotion of not just the apprenticeship scheme but career opportunities for local government. They enabled the team to engage with young people in the District and talk about career and further education opportunities.

The Human Resources Team had attended (alongside the Community Partnership Team) two of the job fairs held in Royal Leamington Spa. These events allowed them to engage with residents within the local community and discuss current job opportunities, the benefits of working for Warwick District Council and opportunities such as the Council's Apprenticeship Scheme.

In addition to students undertaking work experience within specific service areas, in July 2023 the Council held its first corporate work experience programme. This three-day event, which was held from 4 to 6 July, gave students the opportunity to learn more about Warwick District Council and the services it provided, as well as to gain valuable work life skills. The work experience programme was open to schools within the District, as well as to schools that officers had been collaborating with. As part of the programme, the students had the opportunity to work on their interview technique and learn more about important topics which might affect their careers in the future such as social media awareness. The workshops were

designed and ran by staff across the Council and again supported by the current cohort of apprentices.

It was important to recognise the success of the Apprenticeship Programme within the Council. There had been challenges over the last few years to provide a positive learning opportunity with remote based working.

A recent benchmarking review of salaries indicated that the Council offered a lower salary for higher level apprenticeships than neighbouring authorities. However, the higher-level apprenticeships, together with more specialist roles, tended attract a higher number of applicants. A recent Digital Marketing opportunity attracted over 70 applicants. Officers would continue to monitor this.

Feedback from a networking event for apprentices and their managers, in December 2022, was extremely positive, with the only improvement suggestions being greater opportunity to work within a team and network. Plans to address this continued with a review of the induction process and development programme.

No alternatives had been considered as the scheme was linked to the Recruitment, Retention and Remuneration project aligned to 'Grow your Own'.

In answer to questions from Members, the Head of People and Communications and the HR and Payroll Manager advised that:

- the apprentices would go through the usual staff induction process;
- she was looking into having a separate induction specifically for apprentices, but that was dependent on resources;
- the experience could be different, depending on if the apprentices were working in the office or from home;
- the figures in the report were a proportion of the headcount. In 2021/22, the Council had taken on longer apprenticeships;
- the wages were dependent on age;
- there were roughly the same number of apprentices, and to recruit more apprentices, more funding was needed, as well as encouraging more people to undertake the apprenticeship training;
- there had been some dropouts for personal reasons, in which case the funding would be allocated to recruit another apprentice;
- as part of the Peer Review, the Council was doing some work in balancing the agile approach and the new ways of working;
- the Council was trying to "grow our own", which meant bringing people in, training them up and encouraging them to progress their experience with the Council;
- the majority of apprentices were 18-20 years old, though the Council had had some more mature students in the past too;
- the apprenticeship scheme was open to everyone, at all levels in the organisation; and
- the foundation and degree levels were set by the education system.

Members thanked the Head of People and Communications and congratulated the Human Resources team.

Resolved that the report be noted. Although the Public Sector apprenticeship target was discontinued with effect from 31 March 2022, Warwick District Council will continue to publish progress voluntarily.

(The meeting ended at 6.30pm)

CHAIRMAN
19 March 2024

Employment Sub-Committee

Minutes of the meeting held at Riverside House, Royal Leamington Spa on Friday 9 June 2023 at 9.00am.

Present: Councillor Davison (Chair); Councillors Aizlewood, King, and Noonan.

1. Apologies

An apology for absence was received from Councillor Payne.

2. Appointment of Chairman

It was proposed, duly seconded, and

Resolved that Councillor Davison be appointed Chairman of the Sub-Committee.

3. Declarations of Interest

There were no declarations of interest made.

4. Public and Press

Resolved that under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following two items, by reason of the likely disclosure of exempt information within paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below:

Minute Nos.	Para Nos.	Reason
5 - 7	1	Information relating to an individual
5 - 7	2	Information which is likely to reveal the identity of an individual.

5. Vacancy – Deputy Chief Executive

Resolved to shortlist a candidate for the vacancy for the Deputy Chief Executive.

6. Meeting Adjournment

The Chairman adjourned the meeting until 9.30am on Wednesday 14 June 2023.

(The meeting was adjourned at 11.00am)

Resumption of the adjourned Employment Sub-Committee meeting held on Wednesday 14 June at 9.30am.

Present: Councillor Davison (Chair); Councillors Aizlewood, King, Noonan and Payne.

7. **Apologies**

No apologies for absence were received.

The Chairman confirmed with Members that the position on declarations of interest declared at the beginning of the meeting held on 9 June 2023 still stood and confirmed that the meeting was still in confidential session.

8. **Vacancy – Deputy Chief Executive**

The panel reviewed the presentation and interviewed three candidates who were shortlisted in the meeting held on Friday 9 June 2023.

Resolved to offer the position of Deputy Chief Executive to Mr Darren Knight.

(The meeting ended at 4.30pm)

Title: Update to Scheme for Voluntary Early Retirement by Reason of Interests of the Efficiency of the Service

Lead Officer: Tracy Dolphin tracy.dolphin@warwickdc.gov.uk; [Andrew Rollins Andrew.rollins@warwickdc.gov.uk](mailto:Andrew.Rollins@warwickdc.gov.uk)

Portfolio Holder: Councillor Harrison

Wards of the District directly affected: None

Approvals required	Date	Name
Portfolio Holder	19.2.24	Jessica Harrison
Finance	19.1.24	Andrew Rollins
Legal Services		-
Programme Director for Climate Change	19.1.24	Dave Barber
Chief Executive	19.1.24	Chris Elliott
Head of Service(s)	19.1.24	Tracy Dolphin
Section 151 Officer	19.1.24	Andrew Rollins
Monitoring Officer	19.1.24	Graham Leach
Leadership Co-ordination Group		-
Final decision by this Committee or rec to another Cttee / Council?	No	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes	

Summary

The report provides an update to the Scheme for Voluntary Early Retirement by Reason of Interest of the Efficiency of Service.

Recommendations

- (1) That the Employment Committee notes the changes to the scheme (Appendix 2) that reflect the revised delegations.
 - (2) That the Employment Committee agrees the revised wording (Appendix 2) updated for clarity.
-

1 Reasons for the Recommendations

- 1.1 The Scheme for Early Retirement on the Grounds of Efficiency of the Service was last updated in 2008 (Appendix 1). Delegations have been updated and the Scheme has been revised to reflect these delegations. There is no change to the Scheme other than the delegations to officers as detailed below being reflected in the wording:

The Head of People & Communications shall have authority to:

PC(1) Exercise the Council's powers relating to people management in accordance with the policies agreed by the Employment Committee.

The Chief Executive shall have the authority to:

CE (9) make all changes to the establishment/structure of the council below the level of Chief Officers, as defined in Article 12 of the Constitution", in accordance with the Council's agreed budget.

CE (16) approve severance payment, up to the equivalent of 12 months' salary for the post, which is, in their opinion, in the Council's interests.

(With notification to Group Leaders and relevant Portfolio Holders of the decision)

- 1.2 The Head of Finance and Chief Executive have responsibility for the authorisation of expenditure from the Service Transformation Reserve as agreed at Cabinet/Council February 2023. This is carried out in consultation with relevant portfolio holders and reported in subsequent budget reports.
- 1.3 The updated policy (Appendix 2) reflects those changes and provides further clarity on the process and criteria.

2 Alternative Options

- 2.1 The policy has been updated in line with agreed delegations of the Council to provide clarity therefore no alternative options have been considered.

3 Legal Implications

- 3.1 There is no change to any legal aspect of the scheme.

4 Financial

- 4.1 There are no direct budgetary implications for the Council as delegations are in place to provide robust control and governance.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation. This report contributes to the delivery of each of the aims by:
- 5.2 **Delivering valued, sustainable services** – the policies demonstrate commitment to sustaining fair employment practices and delivering efficient services. Thereby contributing to the delivery to valued and sustainable services
- 5.3 **Low cost, low carbon energy across the district** – The Policies have been revised to reflect agreed delegations. There is no direct impact on this strategic aim.
- 5.4 **Creating vibrant, safe and healthy communities of the future** – The Policies have been revised to reflect agreed delegations. There is no direct impact on this strategic aim.

6 Environmental/Climate Change Implications

- 6.1 The Policies have been revised to reflect agreed delegations, there are no implications in relation to Environmental/Climate Change.

7 Analysis of the effects on Equality

- 7.1 The Policies have been revised to reflect agreed delegations. There is no impact on any protected characteristics.

8 Data Protection

- 8.1 There are no employee data protection implications of this proposal.

9 Health and Wellbeing

- 9.1 The Policies have been revised to reflect agreed delegations.

10 Risk Assessment

- 10.1 The Scheme for Early Retirement on the Grounds of Efficiency of the Service has been updated to reflect current delegations. Thereby minimizing the risk of challenge in its implementation.

Background papers

None

Supporting documents

None

Appendix 1 - Scheme For Voluntary Early Retirement by Reason of Interests of The Efficiency of The Service

The Council's Scheme is reproduced below.

1. Implementation of the Scheme

1.1 No application to retire early on the grounds of efficiency of the service will be considered by the Council unless the employee is aged 55, or over with at least two years' service and the Chief Executive is satisfied that the following criteria are met:

- a. There is a changing need of skills with the post that the incumbent cannot meet, retraining having been considered.
- b. The applicant has given good service but has reached a point in their career where they are unable to adapt to the changing needs of the organisation, for example new technology, systems or working practices, and it can be demonstrated that this has a detrimental effect on the efficiency of the organisation and to improvement in quality.
- c. All other options have been considered for the applicant i.e. a reduction in hours, job share, redeployment or a change in duties.
- d. The retirement of the individual will provide a benefit or opportunity to the organisation in terms of increased productivity/effectiveness, improved customer relations, achievement of objectives as stated in the Service Area Plan, a financial saving.
- e. There is no perceived difficulty in recruiting to the post.
- f. This must not be used as a means of dealing with poor performance, that should be dealt with in accordance with the Council's Capability Procedure.
- g. The individual must be prepared to work their notice with no payment in lieu being considered, except in exceptional circumstances where this is not possible.

1.2 The Service Area Manager will have to demonstrate the benefit of any early retirement to the Chief Executive who, if he supports the proposals will make a case to the Employment Committee, whether taking into account all costs, that there is a benefit to the Council in agreeing to an early retirement on the grounds of efficiency of the service, which outweighs the financial cost. It is recognised that there may be financial costs to the Council, but these should be mitigated by the benefit to the service.

1.3 All costs of early retirement on the grounds of efficiency, will be calculated and considered by the Executive who will make the decision whether to approve funding for the application.

2. **Compensatory Payments**

2.1 An employee who volunteers to retire early on the grounds of efficiency of the service, and is given approval to do so, will be entitled to early release of pension benefits accrued and the Council will meet the costs of releasing these early. There is no entitlement to added or augmented service.

Appendix 2 - Scheme For Voluntary Early Retirement by Reason Of Interests Of The Efficiency Of The Service

1. Implementation of the Scheme

- 1.1 Requests for applications to retire early on the grounds of efficiency of the service must be made in writing to the applicant's Head of Service initially. The applicant's line manager and HR should also be informed. The Head of Service will informally discuss the application with the Chief Executive. The written application will not be considered unless the Chief Executive is satisfied that all of the following criteria are met.
- a) The employee is aged over 55 years and has a minimum of two years' service with Warwick District Council.
 - b) There is a changing need of skills within the post that the postholder cannot meet, retraining having been considered.
 - c) The applicant has no current disciplinary investigations/sanctions (i.e. warning letters not expired) or grievances against them, has given good service but has reached a point in their career where they are unable to adapt to the changing needs of the organisation, for example new technology, systems or working practices. It can be demonstrated that this has a detrimental effect on the efficiency of the organisation.
 - d) All other options have been considered for the applicant i.e. a reduction in hours, job share, redeployment or a change in duties.
 - e) The retirement of the individual will provide a benefit or opportunity to the organisation for example in terms of increased productivity/effectiveness, improved customer relations, achievement of objectives as stated in the Service Area Plan, a financial saving.
 - f) There is no perceived difficulty in recruiting to the post.
 - g) This must not be used as a means of dealing with poor performance, that should be dealt with in accordance with the Council's Performance Management/Capability Policy.
 - h) The individual must be prepared to work their notice. If an earlier termination date is mutually agreed, there is no entitlement to pay in lieu of notice.
- 1.2 It is recognised that there may be financial costs to the Council, but these should be mitigated by the benefit to the service. The Head of Service will need to demonstrate the benefit of any early retirement, illustrating all potential costs, benefits and risks, to the Chief Executive. If, after taking into account cost and risk to service provision, the Chief Executive, agrees the proposal demonstrates that there is a benefit to the Council which outweighs the financial cost, they can agree the request.

- 1.3 The Head of Finance and Chief Executive have responsibility for the authorisation of expenditure from the Services Transformation Reserve. This is carried out in consultation with relevant portfolio holders and reported in subsequent budget reports.
- 1.4 If there are insufficient funds in the Services Transformation Reserve to meet the costs a further request will be made to Cabinet for approval of the funding.
- 1.5 If the request, and funding, is approved a leaving date will be agreed with the applicant and Head of Service as (h)),
- 1.6 If the request is not approved there is no right of appeal.
- 1.7 Further applications will not be considered within a 12-month timeframe.

2. **Compensatory Payments**

- 2.1 An employee who requests to retire early on the grounds of efficiency of the service, and is given approval to do so, will be entitled to early release of pension benefits accrued and the Council will meet the costs of releasing these early. There is no entitlement to added or augmented service.
- 2.2 It should be stipulated to the applicant that if approved, this agreement is confidential.

Updated for clarity January 2023

Title: Pay Policy Statement 2023-24

Lead Officer: Tracy Dolphin tracy.dolphin@warwickdc.gov.uk

Portfolio Holder: Councillor Harrison

Wards of the District directly affected: None

Approvals required	Date	Name
Portfolio Holder	19.2.24	Jessica Harrison
Finance	2.2.24	Andrew Rollins
Legal Services		-
Programme Director for Climate Change	2.2.24	Dave Barber
Deputy Chief Executive	2.2.24	Darren Knight
Chief Executive	2.2.24	Chris Elliott
Head of Service(s)	2.2.24	Tracy Dolphin
Section 151 Officer	2.2.24	Andrew Rollins
Monitoring Officer	2.2.24	Graham Leach
Leadership Co-ordination Group		-
Final decision by this Committee or rec to another Cttee / Council?	Recommendation to: Employment Committee 19 th March Council on 20 th March 2024	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes	

Summary

The report presents the Council's Pay Policy Statement for 2023-2024 as required under the Localism Act 2011, Chapter 20, Part 1 Local Government, Chapter 8 Pay Accountability.

Recommendations

- (1) That Employment Committee recommends that Council approve the Pay Policy Statement (Appendix 1), as presented and agree for its publication for the 2023-24 financial year.
-

1 Reasons for the Recommendations

- 1.1 Agreeing and publishing the Pay Policy is a legal requirement. The statement must be published once it has been approved, this will be on the Council's website.
- 1.2 The report gives a definition of Chief Officers and lowest paid employees. It covers different elements of remuneration and outlines the guidelines and policies that govern remuneration.
- 1.3 The Pay Policy Statement must be prepared on an annual basis beginning with 2012-2013 financial year and each subsequent year as set out in the Localism Act 2011.
- 1.4 The statement must contain details of the authority's policies in relation to remuneration for its Chief Officers.
- 1.5 It must also include a definition of its lowest paid workers and the policy in relation to their remuneration.
- 1.6 It must include the relationship in remuneration between Chief Officers and lowest paid workers; this has been illustrated by ratios.
- 1.7 In summary, we measure both the mean and median average, as the mean average can be affected by a small number of high earners, whereas the median considers the distribution of pay across the workforce and is less affected by a small number of high earners. As the gap gets smaller; we are improving.

Whilst we give a range of measurements to track the data, including both reference to the 'mean' and 'median' the 'Hutton Report' concluded that median earnings was a more relevant measure and the Government's 'Code of Recommended Practice on data transparency' recommends the publication of the ratio, between the highest salary and median average salary, of the whole of the Council's workforce.

1.8

Dates	16/17	22/23	23/24
The ratio between the highest salary (Chief Officer) and median average salary of the whole of the Council's workforce.	4.6	4.27	3.92

Highest earning Chief Officer (CX) against the lowest Pay scale Officer i.e. in 16/17 the highest paid officer earnt 12.1 times the lowest paid employee	12.1	5.72	5.53
--	------	------	------

The data above demonstrates that there has been greater increases in median salary rates and the lowest paid employment than at the most senior level – therefore in conclusion the ‘gap’ has got better. It is important to note that the NJC awards have a weighting towards the lower paid grades and we are aligned to national pay bargaining.

- 1.9 The statement also includes levels and elements of remuneration for Chief Officers, remuneration for the recruitment of Chief Officers, increases and additions to Chief Officers, performance related or other bonuses for Chief Officers, the approach to Chief Officer remuneration if they cease to hold office or cease employment and the publication of and access to information relating to Chief Officer remuneration.

2 Alternative Options

- 2.1 There are no alternative recommendations in respect of the Pay Policy Report as it is a legal requirement.

3 Legal Implications

- 3.1 It is required by law to under the Localism Act 2011, Chapter 20, Part 1 Local Government, Chapter 8 Pay Accountability.

4 Financial

- 4.1 The adoption of the report will have no direct budgetary implications the Council.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation, but this report does not directly contribute to those themes.

6 Environmental/Climate Change Implications

- 6.1 No implications.

7 Analysis of the effects on Equality

- 7.1 This report supports transparency and accessibility of information that is key to supporting the Council’s Equality Agenda. It does not however directly impact on any protected characteristics.

8 Data Protection

- 8.1 There are no employee data protection implications of this proposal as the publication and accessibility of this information is required by law.

9 Health and Wellbeing

- 9.1 The proposals support the overall wellbeing of staff by ensuring transparency and accessibility to employment policies and processes.

10 Risk Assessment

10.1 Agreeing and publishing the Pay Policy Statement is a legal requirement. By complying, this should remove any risk of external challenge to the Council.

Background papers:

None

Supporting documents

None

PAY POLICY STATEMENT 2023/24

Introduction and Purpose

Warwick District Council aims to have a comprehensive remuneration package that is appropriate and fair for all levels of role and responsibility; ensuring that transparency and equality underpins any rewards.

Under section 112 of the Local Government Act 1972, the Council has the "power to appoint officers on such reasonable terms and conditions as authority thinks fit".

This Pay Policy Statement sets out the Council's approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the statement is to provide transparency with regard to the setting of pay for its employees.

The Pay Policy must set out the authority's policies relating to:

- The remuneration of its key Chief Officers (this includes Chief Executive, Deputy Chief Executive, Programme Director for Climate Change, Heads of Service, Section 151 Officer and Monitoring Officer)
- The remuneration of its lowest paid employees
- The relationship between
 - (i) the remuneration of its Chief Officers, and
 - (ii) the remuneration of its employees who are not Chief Officers

The Pay Policy Statement must include:

- The definition of 'lowest paid employees' for the purposes of this statement
- The Authority's reason for adopting this definition

The Pay Policy Statement must also include the Council's Policy in relation to each of the following:

- Remuneration on recruitment
- Increases and additions to remuneration
- The use of performance related pay
- The use of bonuses
- The approach of payment on their ceasing to be employed by the authority
- The publication of and access to information relation to their remuneration

Once approved by Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time.

In support of improvements in transparency, and mindful of additional requirements of the Local Government Transparency Code 2015, the Pay Policy Statement signposts to the central point of information on the Warwick District Council website for Data Transparency.

REMUNERATION PROVISIONS

Definition of Chief Officers

For the purposes of this Pay Policy Statement, all references to Chief Officer include Statutory Officers, Chief Officer and Deputy Chief Officers, as defined within Section 43 of the 2011 Localism Act, apart from clerical and administrative posts. In accordance with the Council's Constitution these include:

- Chief Executive
- Deputy Chief Executive
- Programme Director for Climate Change
- Heads of Service
- Section 151 Officer
- Monitoring Officer

The Council's Chief Officer Structure is set out within Article 12 of the Constitution of the Council and published in accordance with the Transparency Code.

Chief Officer grades and salaries are determined using the Hay Evaluation criteria.

For the purposes of the Pay Policy Statement, the Council is required to define and set out the relationship and definition of the lowest paid employee.

Definition of Lowest Paid Employees

For the purpose of this pay policy statement, the definition of the lowest-paid employees, excluding apprentices who are employed on a training contract, is as follows:

'The lowest paid persons employed under a contract of employment with the Council are employed on full time [37 hours] equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure. According to the pay scales, the lowest pay that employees receive is at Grade I, Spinal Point 2, which is the lowest standard pay point'.

This equates to £22,737pa or £11.79 per hour as at 1.4.2023.

This places a ratio between the lowest paid and highest paid employee at 5.53:1 at 1 April 2023.

The Council considers this to be the most appropriate definition as this is the lowest contractual pay point and pay level on its substantive pay structure and which normally applies to new entrants to the lowest graded jobs within the organisation.

The exception is employees who are employed on a Government sponsored apprenticeship programme that allows for them to be paid at nationally agreed apprenticeship rates. The recommended pay rates for apprentices should not be lower than the National Minimum Wage and the District Council has adopted a pay range for apprentices that exceeds National Rates for apprentices.

A copy of the Council's pay scales can be found at the end of this statement.

Section 1- POLICY ON REMUNERATION OF CHIEF OFFICERS

1. Levels of Pay for Chief Officers

The Chief Executive as head of the paid service is employed on the JNC terms and conditions of service and paid a salary that is a spot payment, commensurate with the role.

The Deputy Chief Executive, Heads of Service (which include the Monitoring and Section 151 Officer) are paid within the Warwick Senior Management Grades (WSMG) on a salary which is considered a market rate within the local government sector. There are 3 salary scale incremental levels; the current levels of pay for each Chief Officer are set out in Appendix 1.

Employer contributions for LGPS for 2023/24 is 20.2% and Employee contributions can be found at

<https://www.lgpsmember.org/toj/thinking-joining-how.php#:~:text=Contributions%20table%202021,guaranteed%20by%20law.>

These elements of remuneration for 2023/24 are set out below:

2. Elements of Remuneration for Chief Officers

In addition to the basic salary outlined above, Chief Officers may claim business mileage as HRMC guidelines.

The Chief Executive is the Council's Returning Officer and receives an Election Allowance. This allowance is set by central government and it varies each year depending on the number and type of elections held in each year.

The Council's Monitoring Officer role is carried out by the Head of Governance, an additional payment for Monitoring Officer duties is not made.

For an exceptional piece of work or an exceptional achievement, a Chief Officer may be awarded an honorarium. The Chief Executive can approve this for any employee and this is either paid as a one off payment or can be a monthly allowance for a temporary period.

3. Pay Levels on Recruitment

The pay level offered on recruitment is typically the bottom point of the salary grade for all roles including Chief Officers. In situations, however, where the individual recruited has a high level of knowledge or skills, and/or previous relevant experience, a higher salary up to the maximum salary for that post, may be authorized.

Chief Officers are appointed by the Employment Committee (which reflects all political parties) exercising their delegated powers as outlined in the officer employment procedures.

This excludes the appointment to the role of Head of Paid Service (Chief Executive) and any other posts where the salary is greater than £100,000 where the Employment Committee recommends the appointment to Full Council for approval.

4. Increases to Pay

Any cost of living increases agreed through JNC are applied to Chief Officers pay. This is typically on 1 April each year and incremental increase to their pay will be applied 12 months after the date of appointment.

There are 3 levels of increment; the first is the recruiting salary, the second level is automatic but the final level is subject to a satisfactory performance as signed off by their line manager. It may be withheld if the Chief Officer is deemed to not have a satisfactory performance appraisal or has a live formal written warning for conduct or performance issues.

Where a Chief Officer has given exceptional performance then they may be awarded additional increments outside of the normal incremental timescale as detailed above - subject to their pay not exceeding the maximum salary for their post. This would be authorised by the Chief Executive.

Chief Officers' pay will be benchmarked when required against the market to ensure consistency is maintained both in the peer local authorities and nationally if relevant. Where there are significant changes in market rates then a pay benchmarking assessment will be carried out for Chief Officers.

Where a Chief Officer is temporarily working in a higher level role, (duration of 3 months or more) this may be recognised by payment of an honorarium or the higher salary relevant to that role on a temporary basis.

5. Market Forces Supplement

The Council updated their Market Forces Supplement Scheme in 2017. It is the Council's policy to pay temporary and reviewable 'market forces supplement' to posts where there is clear and demonstrable evidence that the salary level attached to the post creates substantial recruitment and retention difficulties. Any supplement will be automatically withdrawn at the end of two years unless an application for extension is agreed.

6. Performance Related Pay or Bonuses

Exceptional performance of Chief Officers is recognised by either accelerated increments or an honorarium as detailed previously. Poor performance may result in an increment being withheld.

7. Termination Payments

In the case of redundancy, a severance payment would be made to a Chief Officer in line with the current the Discretionary Compensation Policy and as per the Redundancy Calculator. Pension benefits, on termination of employment, prior to reaching normal retirement age, would be calculated in accordance with the Local Government Pension Scheme regulations.

Employees who wish to apply for Early Retirement or Flexible Retirement may do so in accordance with the associated policies for early retirement and flexible retirement.

In the case of termination due to Ill-health, a termination payment would not be applicable but an early pension benefit may be awarded by the pension scheme. The pension benefit may include a lump sum in addition to an on-going pension payment.

On termination of employment, if it is not possible or desirable for the Chief Officer to serve their contractual or statutory notice period, then a payment may be made in lieu of the notice period.

Any contractual payments such as outstanding annual leave are usually included in payments on termination of employment. Similarly, any monies owing to the Council would be deducted from payments made on termination.

In exceptional circumstances the Council may choose to make a payment under a Settlement Agreement. Such circumstances could include minimising the risk of uncertainty or disruption to the authority. The Chief Executive has delegated authority to approve a severance payment, up to the equivalent of 12 months' salary for the post, which is, in their opinion, in the Council's interests. This decision will be notified to Group Leaders and relevant portfolio holders.

Any severance package that exceeds £100,000 must be approved by Council. The components of which may include pay in lieu of notice, redundancy compensation, payment made in accordance with a Settlement Agreement, pension entitlements, holiday pay and any fees or allowances paid.

It is not the Council's policy to re-employ or to contract with senior managers who have been made redundant from the council unless there are exceptional circumstances where their specialist knowledge and expertise is required.

Section 2 - POLICY ON REMUNERATION OF ALL EMPLOYEES AND IDENTIFICATION OF OUR LOWEST PAID EMPLOYEES

In 2023/24 the lowest paid persons employed under a contract of employment has the full time equivalent salary of £22,737 based on spinal column point 2, Grade I. This is the evaluated rate for the job in accordance with the Hay job evaluation scheme and the Council's agreed grading structure.

Using the Hay Job Evaluation process, the Councils uses the nationally negotiated pay spine (further details can be found at www.LGE.gov.uk) as the basis for its local grading structure. This determines the salaries of the large majority of the workforce – apart from Chief Officers - together with the use of other nationally defined rates where relevant. The Council is committed to adherence to the national pay bargaining in respect of the national pay spine and any annual cost of living increases negotiated in the pay spine.

All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by the Council. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

New appointments will normally be made at the minimum of the relevant grade, although this can be varied within the grade where necessary to secure the best candidate. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity and this would be done in accordance with the Market Forces Supplement Scheme. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.

Section 3 - THE RELATIONSHIP BETWEEN REMUNERATION OF CHIEF OFFICERS AND OTHER EMPLOYEES

The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers (as included within the Hutton 'Review of Fair Pay in the Public Sector' 2010). The Hutton report was asked by Government to explore the case for a fixed limit on dispersion of pay – in that a public sector manager cannot earn more than 20 times the lowest paid person in the organisation. The report concluded that the relationship to median earnings was a more relevant measure and the Government's 'Code of Recommended Practice on Data Transparency' recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the Council's workforce.

Salary Information 2023/24	
	£
Highest Chief Officer Salary	125,885
Median Chief Officers Salary	73,524
Median Officers Salary	32,076
Lowest Officer Salary	22,737
	2023/24
Comparison of the Chief Officers Mean £84,398 / Officer Mean £34,083	2.47
Highest earning Chief Officer/ Pay scale Officer Mean	3.69
Highest earning Chief Officer/ Lowest Pay scale Officer	5.53
Median Chief Officer/ Median Pay scale Officer	2.2
Highest Chief Officer/ Median Pay scale Officer	3.92

These figures are accurate as of December 2023 data and exclude any other payments or allowances. The tolerances are well within the limits recommended by the Hutton report.

As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

Section 4 - PUBLICITY AND ACCESS TO INFORMATION

This policy including Appendices will be available on our web site www.Warwickdc.gov.uk.

Section 5 - RELATED DOCUMENTS

Early Retirement
 Redeployment Policy
 Recruitment Policy
 Final Increment Scheme for Chief Officers
 Disciplinary Policy
 Market Forces Supplement Scheme
 Hay Job Evaluation Scheme

Flexible Retirement
 Ill-Health Retirement Policy
 Honoraria Policy
 Capability Policy

Date of first issue:	March 2012
Date of next review:	January 2025

WARWICK SENIOR MANAGERS GRADES 2023/24

Basic Pay

Grade	Post	Starting Point £	Mid Point £	Max Point £	
CX	Chief Executive	115,149	-	125,885	
WSMG1	Deputy Chief Executive	95,091	98,979	102,845	
WSMG1	Programme Director for Climate Change	95,091	98,979	102,845	
WSMG2	Head of Finance (S151)	84,458	87,633	90,914	
WSMG3	Head of Governance and Monitoring Officer	68,020	70,771	73,524	
WSMG3	Head of Housing, Health and Communities	68,020	70,771	73,524	1
WSMG3	Head of Place, Arts and Economy	68,020	70,771	73,524	
WSMG3	Head of People and Communications	68,020	70,771	73,524	
WSMG3	Head of Customer and Digital Services	68,020	70,771	73,524	
WSMG3	Head of Neighbourhood and Assets	68,020	70,771	73,524	
WSMG3	Head of Safer Communities, Leisure and Environment	68,020	70,771	73,524	

1 = In receipt of a Market supplement

ELEMENTS OF REMUNERATION FOR CHIEF OFFICERS

Car Mileage Payments

The accumulative mileage claims for the Chief Officer population for 2022/23 was approximately £141.

Election Allowance for 2023/24 (Chief Executive only)

The fee paid to the Returning Officer is determined by legislation and the recovery of the costs for the Returning Officer duties at a UK or European Election is met from Central Government funds and as such does not constitute a cost the Council.

Market Forces Payments

The Head of Housing, Health and Communities post is currently in receipt of a £6,455 market supplement in accordance with the Market Forces Supplement Scheme.

Honorarium

None anticipated for 2023/24

Relocation Scheme

None anticipated for 2023/24

Mortgage Subsidy Scheme

None currently

Salary Grades 1 APRIL 2023

Grade	SCP	Salary	Hourly Rate
I	2	£ 22,737	£ 11.79
	3	£ 23,114	£ 11.98
H	4	£ 23,500	£ 12.18
	5	£ 23,893	£ 12.38
G	6	£ 24,294	£ 12.59
	7	£ 24,702	£ 12.80
	8	£ 25,119	£ 13.02
	9	£ 25,979	£ 13.47
	10	£ 26,421	£ 13.69
	11	£ 27,334	£ 14.17
F	12	£ 27,803	£ 14.41
	13	£ 28,770	£ 14.91
	14	£ 29,777	£ 15.43
	15	£ 30,296	£ 15.70

Grade	SCP	Salary	Hourly Rate
E1	16	£ 31,364	£ 16.26
	17	£ 32,076	£ 16.63
	18	£ 33,024	£ 17.12
	19	£ 33,945	£ 17.59
	20	£ 34,834	£ 18.06
E2	21	£ 35,745	£ 18.53
	22	£ 36,648	£ 19.00
	23	£ 37,336	£ 19.35
	24	£ 38,223	£ 19.81
	25	£ 39,186	£ 20.31
D	26	£ 40,221	£ 20.85
	27	£ 41,418	£ 21.47
	28	£ 42,403	£ 21.98
	29	£ 43,421	£ 22.51
C	30	£ 44,428	£ 23.03
	31	£ 45,441	£ 23.55
	32	£ 46,464	£ 24.08
	33	£ 47,420	£ 24.58
	34	£ 48,474	£ 25.13
B	35	£ 49,498	£ 25.66
	36	£ 50,512	£ 26.18
	37	£ 51,515	£ 26.70

Grade	SCP	Salary	Hourly Rate
	38	£ 52,572	£ 27.25
	39	£ 53,630	£ 27.80
	40	£ 54,706	£ 28.36
A	41	£ 55,779	£ 28.91
	42	£ 56,852	£ 29.47
	43	£ 58,047	£ 30.09

WARWICK SENIOR MANAGER GRADES
Salary Grades 2023/24

Grade	WSMG Point	1.4.23 Salary £
WSMG3	1	68,020
	2	70,771
	3	73,524
WSMG2	4	84,458
	5	87,633
	6	90,914
WSMG1	7	95,091
	8	98,979
	9	102,845
C Exec	1	115,149
	2	125,885

Title: Gender and Ethnicity Pay Gap Reporting as at 31.3.23

Lead Officer: Tracy Dolphin tracy.dolphin@warwickdc.gov.uk;

Loretta.parnell@warwickdc.gov.uk

Portfolio Holder: Councillor Jessica Harrison

Wards of the District directly affected: None

Approvals required	Date	Name
Portfolio Holder	19.2.24	Jessica Harrison
Legal Services	-	-
Chief Executive	2.2.24	Chris Elliott
Head of Service(s)	2.2.24	Tracy Dolphin
Section 151 Officer	2.2.24	Andrew Rollins
Monitoring Officer	2.2.24	Graham Leach
Final decision by this Committee or rec to another Cttee / Council?	Yes/ No Recommendation to: Council	
Contrary to Policy / Budget framework?	No/Yes	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No/Yes, Paragraphs:	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No/Yes, Forward Plan item – scheduled for (date)	
Accessibility Checked?	Yes/No	

Summary

The report presents the mandatory gender pay gap information that must be reported to Central Government and published on the Warwick District Council website. It also presents the Ethnicity Pay Gap reporting and recommends its publication by the Council.

Recommendations:

(1) That Employment Committee recommend to Council the publication of the Gender Pay Gap reporting as of 31 March 2023, as detailed in this report.

(2) That Employment Committee recommend to Council the publication of the Ethnicity Pay Gap reporting as of 31 March 2023, as detailed in this report.

1 Reasons for the Recommendation

- 1.1 In accordance with the Equality Act 2010 with effect from 30 March 2018 it is a requirement to report and publish specific gender pay gap information; this is the sixth annual statement.
- 1.2 Although this is not a legal requirement in June 2020 the Council decided that "in order to support its consideration of the report and the monitoring of the action plan, the Council requires the publication of relevant annual data, including an Ethnicity Pay Gap report alongside the current Gender Pay Gap report".
- 1.3 The WDC gender pay, and ethnicity pay gap reporting figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The data includes the following types of staff: Employees with a contract of employment (part time, full time, permanent and fixed term) and Casuals/Workers (Glossary - Appendix 1).
- 1.4 Under the Equal Pay Act 1970, men and women must receive equal pay (Appendix 2) for:
 - the same or broadly similar work.
 - work rated as equivalent under a job evaluation scheme; or
 - work of equal value.
- 1.5 WDC has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex or ethnicity. In order to achieve this WDC:
 - operates job evaluation methodology to grade all jobs, using the Hay Job Evaluation Scheme to ensure that jobs are paid fairly.
 - ensures that allowances are awarded fairly and consistently across the Council.
 - re-evaluates job roles and pay grades as necessary to ensure a fair structure.
- 1.6 For the purposes of pay gap reporting as at 31.3.23 Warwick District Council employed 479 people, 274 females (57%), 205 male (43%).
- 1.7 **Gender** - The table below shows the WDC Gender Pay Gap figures as at 31.3.2023, together with a comparison of the 31.3.2022 figures and the earliest recorded figures at 31.3.2018.

	31.3.2018	31.3.2022	31.3.2023
Mean Gender Pay Gap	15.3%	12.9%	10.2%
Median Gender Pay Gap	10.9%	11.9%	8.8%
Mean Gender Bonus Pay Gap	-89.4%	29.1%	0.6%
Median Gender Bonus Pay Gap	-68%	51.6%	0.0%
% of Women in lower pay quartile	63%	68.5%	67.5%
% of Women in lower middle pay quartile	64%	64.6%	59.2%
% of Women in upper middle pay quartile	61%	53.5%	58.3%
% of Women in upper pay quartile	38%	39.2%	43.7%

In summary relating to the Mean and Median gender pay gap a positive trend has been identified since 2018.

1.8 Analysis of WDC Gender Pay Gap Data on 31st March 2023

- The Mean Gender pay gap is 10.2%
 - a decrease of 2.7% since 31.3.2022
 - a decrease of 5.1% since 31.3.2018
- The Median Gender pay gap is 8.8%
 - a decrease of 3.1% since 31.3.2022
 - a decrease of 2.1% since 31.3.2018
- The Mean Gender Bonus pay gap was 0.6% and the Median bonus pay gap is 0% This is attributable to the majority of staff receiving the £500 Applause payment, only those who had not completed a probationary period did not receive the payment.
- The percentage of women in the lower quartile is 67.5%
 - an increase of 1% since 31.3.2022
 - an increase of 4.5% since 31.3.2018
- The percentage of women in the lower middle quartile is 59.2%
 - a decrease of 5.4% since 31.3.2022
 - a decrease of 4.8% since 31.3.2018
- The percentage of women in the upper middle quartile is 58.3%
 - an increase of 4.8% since 31.3.2022
 - a decrease of 2.7% since 31.3.2018
- The percentage of women in the upper quartile is 43.7%
 - an increase of 4.5% since 31.3.2022
 - an increase of 5.7% since 31.3.2018

1.9 National Picture by Geographical Area

We have compared the Council's gender pay gap results for the mean and median hourly pay to the Office of National Statistics (ONS) - Annual Survey of

Hours and Earnings (ASHE) provisional earnings data for October 2023 for jobs in the United Kingdom and geographical areas in the table below:

Description	Mean	Median
United Kingdom total	13.2	14.3
Public Sector	11.5	14.0
Private Sector	15.6	18.9
West Midlands	14.1	14.4
Public Sector	11.0	14.4
Private Sector	18.2	18.4
Warwickshire	27.0	15.8
Warwick	18.4	18.5
Stratford upon Avon	13.5	13.3
Warwick District Council	10.2% (2023)	8.8 (2023)

[Gender pay gap - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk)

- 1.10 **Ethnicity** - In relation to the Ethnicity Pay Gap reporting data analysis, recent analysis (Jan 2024) has shown a modest increase of 2.3% (59.41%) from September which is an encouraging trend. This does pose a significant challenge in accurately assessing the Ethnicity Pay Gap and may mask disparities and hinder targeted interventions to address inequities. Encouraging greater transparency in self-reporting ethnicity is crucial for a comprehensive understanding of workforce composition.
- 1.11 It is not possible to give meaningful comparison ethnicity data prior to the year ending 31.3.2022 as in April 2021 the Council moved to a combined HR & Payroll system – I-Trent, from our previous payroll system, Resourcelink. Equality and diversity information could not be automatically transferred due to the updated ethnicity categories on I-Trent (in line with Census ethnicity categories).
We are addressing this challenge by implementing communication strategies to educate employees about the importance of ethnicity disclosure and the impact on fostering an inclusive workplace. This has been a continuous action of the Council and one we consider a priority.
- 1.12 Furthermore, it is not possible to provide a more detailed breakdown or categorisation of data held. Ethnicity is special category of personal data. If raw/more detailed figures are provided, this could constitute personal data and directly identify an individual.
- 1.13 This data is now collected as part of the recruitment process (where provided as part of the application) however is still voluntary to provide.
- 1.14 The data currently held is given below:

	2022	2023
Not declared and prefer not to say	246	213
Not white	29	32
White	231	234
Total	506	479

Advice received from the Warwickshire County Council Equality, Diversity and Inclusion Practitioner is that for the for the purposes of the ethnicity Pay Gap reporting calculation 'not declared' should be included in the white British category. The data is therefore aligned to two categories –

1. Not declared, prefer not to say, and white British
2. Not white

Year	Not declared and White British	%	Not white	%	Total
2023	447(213 not declared/prefer not to say)	93.3%	32	6.7%	479
2022	477 (243 not declared/prefer not to say)	94.3%	29	5.7	506

1.15 The table below shows the WDC Ethnicity Pay Gap figures as at 31.3.2023, together with a comparison of the 31.3.2022 figures.

	31.3.2022	31.3.2023
Mean Ethnicity Pay Gap	13%	7.7%
Median Ethnicity Pay Gap	18.0%	8.9%
Mean Ethnicity Bonus Pay Gap	0.0%	2.3%
Median Ethnicity Bonus Pay Gap	56.6%	0.0%
% of Not-White employees in lower pay quartile	8.7%	7.6%
% of Not-White employees in lower middle pay quartile	5.5%	10%
% of Not-white Employees in upper middle pay quartile	4.7%	11%
% of Not-white employees in upper pay quartile	3.1%	19.7%

1.16 Summary of WDC Ethnicity Pay Gap Data on 31st March 2023 (based on the considerations identified in 1.11).

- The Mean Ethnicity pay gap is 6.7%
- a decrease of 6.3% since 31.3.2022
- The Median Ethnicity pay gap is 8.8%
- a decrease of 9.2% since 31.3.2022
- The Mean Bonus pay gap was 2.3% and the Median bonus pay gap is 0% this is attributable to most staff receiving the £500 Applause payment, only those who had not completed a probationary period did not receive the

payment.

- The percentage of Not-white employees in the lower quartile is 9.2%
 - an increase of 0.5% since 31.3.2022
- The percentage of Not-white employees in the lower middle quartile is 7.5%
 - an increase of 2% since 31.3.2022
- The percentage of Not-white employees in the upper middle quartile is 3.3%
 - a decrease of 1.4% since 31.3.2022
- The percentage of Not-white employees in the upper quartile is 6.7%
 - An increase of 3.6% since 31.3.2022

1.17 As Ethnicity Pay Gap reporting is not mandatory it is not possible to give a national picture for comparison. However, in this period the not-white profile at the Council, comparing the percentage of white British and not declared, shows a lower representation of not-white employees (6.6%) compared with the general Warwickshire population (approximately 11% - 2021 Census).

1.18 Further analysis and actions will be undertaken as part of the review of the EDI agenda. It should be noted, that addressing the underlying causes of a gender pay and ethnicity pay gap as well as developing an effective action plan, is an ongoing and iterative process, and the data should not be reviewed in isolation. Time is required to both consider in detail the approach to adopt, and to refine the content as well as consider comparative data to be able to benchmark best practice both internally and externally.

1.19 We continue to promote and review the benefits of working for Warwick District Council through our 'family friendly' policies, for example maternity 'pay back' scheme withdrawn; health and well-being scheme; agile working; continued development of flexible working options that support effective work life balance; development opportunities including an increased promotion of 'work apprenticeship' training.

2 Alternative Options

2.1 None considered - the Gender Pay Gap reporting and publishing is required by law and the Ethnicity Pay Gap publishing has been requested by Council.

3 Legal Implications

3.1 Reporting and publishing the attached gender pay gap information is a legal requirement. By complying, this should remove any risk of external challenge to the Council.

4 Financial

4.1 There is not an impact on the budgetary implications of the Council.

5 Corporate Strategy

5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation as highlighted below:

5.2 **Delivering valued, sustainable services** – The Gender and Ethnicity Pay Gap Reporting aligns with the Corporate Strategy's aim of delivering valued, sustainable services. By analysing and addressing pay gaps, the council demonstrates its commitment to fair employment practices. The report indicates positive trends in reducing the gender pay gap, showcasing the

council's dedication to fostering an equitable work environment. Furthermore, the data reveals a commitment to sustaining fair employment practices by consistently applying job evaluation methodologies, ensuring equal pay for equivalent work. In summary, the report positively contributes to the delivery of valued and sustainable services by promoting equality and fairness in the workplace.

5.3 **Low cost, low carbon energy across the district** - The report primarily focuses on pay gap information, it does not have a direct impact on the Low Cost, Low Carbon Energy objective, nor contribute directly to this strategic aim. It is crucial to recognise that the absence of a direct impact in this area does not undermine the significance of the report's contribution to other strategic objectives.

5.4 **Creating vibrant, safe, and healthy communities of the future** - The report, while pivotal for employment practices, does not directly contribute to the objective of creating vibrant, safe, and healthy communities. However, by fostering a fair and inclusive work environment, the council indirectly supports the broader goal of community well-being. Ensuring equality within the council reflects a commitment to social responsibility, which can positively influence community perceptions. Although the report doesn't directly address this objective, it indirectly aligns with the council's broader vision of a vibrant and inclusive community.

6 Environmental/Climate Change Implications

6.1 This report has no direct Environmental/Climate Change implications.

7 Analysis of the effects on Equality

7.1 This report supports transparency and accessibility of information that is key to supporting the Council's Equality Agenda.

8 Data Protection

8.1 There are no employee data protection implications of this proposal as the publication and accessibility of this information is required by law.

9 Health and Wellbeing

9.1 The proposals support the overall wellbeing of staff by ensuring transparency and accessibility to data and related actions.

10 Risk Assessment

10.1 Agreeing and publishing Gender Pay Gap Report is a legal requirement. By complying, this should remove any risk of external challenge to the Council.

11 Consultation

11.1 Engagement with the Senior Leadership Team and Unison has taken place with support for the further review.

Background papers:

None

Supporting documents:

None

Appendix 1

Definitions and Methodology

For the purposes of reporting, **Standard Hourly Rate** includes the following:

- Basic Salary
- Casual payments
- Honoraria paid monthly to recognize acting up duties
- Shift premium pay
- Retention allowances
- Living Wage Foundation top ups
- Unsocial hours payments
- Standby payments
- First Aid Allowances
- Market Related Supplements

Not required to be included in reporting are:

- Overtime
- Mileage, subsistence and other expenses
- Redundancy payments
- Anyone receiving nil pay during the period e.g. on maternity / sick leave / leave with no pay
- Salary sacrifice amounts

Bonus

Bonus pay means any remuneration that is in the form of money, vouchers, securities, securities options or interests in securities and relates to profit sharing, productivity, performance, incentive or commission. Non-consolidated bonuses are included. Long service awards with a monetary value are also included.

For WDC, this captures Long Service Awards and one-off honoraria payments. Regular honoraria payments are excluded from "bonus" calculations and included in "ordinary pay".

We believe this is in line with the ACAS guidance, but it is unclear whether other Councils have followed this definition as closely as ourselves and we have previously had conflicting advice.

Pay Gap Reporting

The pay gap is a measure of labour market or workplace disadvantage, expressed in terms of a comparison between males and females average hourly rates of pay. The gap can be measured in various ways and it is important to understand how the gap is being measured. The hourly rates of pay, excluding overtime are used to take account of the fact that many more males than females work full-time. Overtime is excluded because it is recognised that male employees work more overtime than female employees due to female's caring responsibility and part-time nature of work.

Gender pay is different to equal pay. The gender pay gap is the difference between the average hourly rate of pay of a male employee and the average hourly rate of a female employee as a percentage. The gender pay gap is calculated using both mean and median hourly rates.

Equal Pay

There have been laws in place since the 1970s requiring employers to pay male and female who are doing 'like work', 'work of equal value' or 'work rated as equivalent' the same salary and to have equal contractual terms such as annual leave and pension payments. The law was updated in the Equalities Act 2010. This is known as equal pay. Equal pay and gender pay are separate and not necessarily related. A company can be equal pay compliant and still have a gender pay gap. When a company pays equally and has a gender pay gap the cause is likely to be the distribution of males and females in different grades.

Mean Vs Median

The mean hourly rate is the 'average' hourly rate when adding together the total of the hourly rates of all employees and dividing the total by the number of employees.

The median hourly rate is a different way of calculating an "average" hourly rate where the average is the middle hourly rate of all employees. This is calculated by sorting the hourly rate of workers from lowest to highest and working out what the middle employee's hourly rate is.

The mean average can be affected by a small number of high earners, whereas the median takes into account the distribution of pay across the workforce and is less affected by a small number of high earners.

Mean Pay Gap

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

To calculate the mean

The mean is an average of all the numbers in a dataset, that is you have to add up all the numbers and then divide the result by how many numbers you are dealing with. To find the mean hourly rate for WDC's full-pay relevant male employees, all the hourly rates will be added together and then divided by the total number of full-pay relevant male employees. This will give the "mean" hourly rate.

Median Pay Gap

The difference between the median hourly rate of pay of male full-pay relevant employees and that for female full-pay relevant employees.

To calculate the median

The median is the numerical value which splits the top 50% and the bottom 50%. To find the median, all the hourly rates for all employees will be listed in numerical order; if there are an odd number of values, the median is the number in the middle. If there is an even number, the median is the mean of the two central numbers.

Bonus

The gender pay gap is the average value of bonuses paid to female relevant employees expressed as a percentage of the average value of bonuses paid to male relevant employees. For Warwick District Council, bonuses as defined for the purposes of the Gender pay Gap are retention payments, one-off honoraria and long service awards.

Regular honoraria payments, to cover an acting up situation, are excluded from "bonus" calculations and included in "ordinary pay".

Mean Bonus Gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

Median Bonus Gap

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

Bonus Proportions

The proportions of male and female relevant employees who were paid bonus pay during the relevant period.

Quartile Pay Bands

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.

Quartiles

A quartile is one of the three points that divide the population of data into 4 equal parts. In the context of gender pay gap reporting, the four quartile pay bands are created by dividing the total number of full-pay relevant employee into four equal parts. For clarification, that is not WDC Pay bands.

Measures

A positive measure, for example 18%, indicates the extent to which females earn, on average, **less** per hour than their male counterparts.

A negative measure, for example -18%, indicates the extent to which females earn, on average, **more** per hour than their male counterparts. This may happen, for example, if WDC employ a high proportion of males in low-paid part-time work, and/or the senior and higher paid employees are female.