

# Employment Committee

Thursday 13 March 2014

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A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Thursday 13 March 2014 at **3.00** pm.

Membership:

	Councillor Mrs Bunker (Chairman)	
Councillor Mrs Bromley		Councillor Kirton
Councillor Coker		Councillor Mrs Knight
Councillor Copping		Councillor Mobbs
Councillor Doody		Councillor Wilkinson
Councillor Hammon		Councillor Wreford-Bush

## Agenda

### 1. **Emergency Procedure**

At the commencement of the meeting the emergency procedure for the Town Hall will be announced.

### 2. **Substitutes**

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.

### \*3. **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 entered on the form to be circulated with the attendance sheet and declared 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.**

\*4. **Minutes**

To confirm the minutes of the meeting held on 8 January 2014.

**(Item 4/Page 1)**

\*5. **Off Street Car Parking Service**

To receive a report from Neighbourhood Services.

**(Item 5/Page 1)**

\*6. **Head of Service Recruitment**

To receive a report from Human Resources

**(Item 6/Page 1)**

\*7. **Pay Policy Statement**

To receive a report from Human Resources

**(Item 7/Page 1)**

\*8. **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 items 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 Nos.	Para Nos.	Reason
9-10	1	Information relating to an Individual
9-10	2	Information which is likely to reveal the identity of an individual

\*9. **Flexible Retirement Case 1**

To receive a report from Health & Community Protection

**(Item 9/Page 1)  
Not for Publication**

\*10. **Flexible Retirement Case 2**

To receive a report from Corporate & Community Services

**(Item 10/Page 1)  
Not for Publication**

**(\*Denotes those items upon which decisions will be made under delegated powers, as previously granted by Council).**

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**Enquiries about specific reports: Please contact the officers named in the reports.**

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**THE AGENDA IS AVAILABLE IN LARGE PRINT ON REQUEST, PRIOR TO THE MEETING BY TELEPHONING (01926) 353362**

# EMPLOYMENT COMMITTEE

Minutes of the meeting held on Wednesday 8 January 2014 at the Town Hall, Royal Leamington Spa at 4.30 pm.

**PRESENT:** Councillor Mrs Bunker (Chairman); Councillors Mrs Bromley, Coker, Copping, Doody, Hammon, Kirton, Mrs Knight, Mobbs and Wilkinson.

An apology for absence was received from Councillor Wreford-Bush.

## 36. **SUBSTITUTES**

There were no substitutes.

## 37. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

## 38. **MINUTES**

The minutes of the meetings held on 7 November 2013 and 27 November 2013 were agreed and signed by the Chairman as a correct record.

The minutes of the meeting held on 13 November 2013 were agreed and signed by the Chairman as a correct record subject to a change in the record of the Apologies. It was agreed that the record of Apologies would show that Councillor Mrs Bromley had been advised not to attend the meeting held on 13 November 2013 because she had been unable to attend the meeting on 7 November 2013 when candidates for the vacant posts had been shortlisted for interview.

Members requested that a report should be presented at the next Employment Committee in April 2014 with a review of the procedure for recruiting senior officer posts. There was concern that there was not clear guidance on whether a councillor should attend the second round of the selection process if they had not attended the first.

## 39. **NATIONAL LIVING WAGE**

The Committee considered a report from the Head of Finance asking Members to consider the implementation of the National Living Wage for all Council employees. This would be with effect from 1 October 2014 (the report incorrectly stated from 1 September 2014).

The Head of Finance explained that some of the monetary figures stated in the report had now been revised in light of additional information concerning casual employees. In the report under 5.1, it was stated that costs in respect of casual employees were not expected to exceed £20,000, but following receipt of more detailed information, this figure had risen to £50,000 giving a total of £68,000 with the £18,000 for all contracted employees and £50,000 for casual employees. The Head of Finance stated that the funding of this £68,000 could be found from two

## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

budget headings; £60,000 from the General Fund and the remaining £8,000 from the Housing Revenue Account.

It was felt that the option of applying the Living Wage to those aged 21+, in line with the National Minimum Wage should be investigated to see how that would affect costs. It was felt that legal advice would be required to see if there were any implications concerning such matters as discrimination, and an example cited was where two people applied for the same job but one was aged below 21.

Point 3.3 of the report addressed how the Living Wage would be paid and the report suggested paying the additional money as a "supplement" to basic pay. It was felt that this method would overcome many of the issues such as discrimination. If the amount required to make basic salary hit the Living Wage amount was paid as a supplement, it would overcome such inconsistencies where staff at grade I were effectively receiving the same amount as staff on grade J and would allow the Authority to simply monitor salary and grade levels at basic wage level.

The Head of Finance informed Members that the Living Wage proposals had been discussed with the Unions but the discussions had not covered the principle of introducing a 21+ age threshold. It was felt that there would not be many staff below the age of 21 who would be affected, but figures for the actual numbers of staff affected were not available for the meeting.

Members did have concerns over the potential for a person on grade J to be potentially receiving more money than a person on the higher grade I and felt it was important to discuss how this issue could be addressed. It was also noted that a person receiving the Living Wage supplement could find themselves in the position where on receipt of an increase in basic pay, their Living Wage supplement decreased.

Members were keen for the Council to adopt the Living Wage but felt that introducing the 21+ age threshold was the sensible approach to keep control of costs. They felt that more investigation was required and raised the question of how it might affect Warwickshire County Council staff who worked alongside Warwick District Council staff; and how the scheme would be implemented for casual staff.


In principle, Members were in favour of the scheme being implemented for employees aged 21+ and for the additional amount to be paid as a supplement to basic pay and this would be reviewed on an annual basis; but before the scheme could be properly agreed, further information was required:

- How many staff would be affected who were aged less than 21?
- How many staff were grade I up to and including spinal point 10?
- How many casual staff worked for Warwick District Council?
- Did casual staff have to be paid the Living Wage?
- What were the latest employment rates for Warwickshire?
- Anecdotal evidence of where employers had been unable to recruit people.
- Legal implications of not paying people aged under 21.

**EMPLOYMENT COMMITTEE MINUTES (Continued)**

**RESOLVED** that further information is required and that the amended report be presented to the meeting in April.

(The meeting ended at 5.00 pm)

 <b>Employment Committee</b> <b>13 March 2014</b>		<b>Agenda Item No. 5</b>
<b>Title</b>	Off Street Car Parking Service	
<b>For further information about this report please contact</b>	Rob Hoof	
<b>Wards of the District directly affected</b>	All	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	Executive Meeting 12 <sup>th</sup> February 2014	
<b>Background Papers</b>		

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	Yes
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes
<b>Equality and Sustainability Impact Assessment Undertaken</b>	No
Not applicable to this report.	

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	5 <sup>th</sup> March 2014	Bill Hunt
Head of Service	5 <sup>th</sup> March 2014	Rob Hoof
CMT		
Section 151 Officer	5 <sup>th</sup> March 2014	Mike Snow
Monitoring Officer	5 <sup>th</sup> March 2014	Andrew Jones
Finance	5 <sup>th</sup> March 2014	Mike Snow
Portfolio Holder(s)	5 <sup>th</sup> March 2014	David Shilton
<b>Consultation &amp; Community Engagement</b>		
NA		
<b>Final Decision</b>	Yes	
<b>Suggested next steps (if not final decision please set out below)</b>		
NA		

## 1. **SUMMARY**

- 1.1 Warwickshire County Council (WCC) has taken the decision to let a tender for the provision of on-street parking enforcement, and the associated parking appeals function.
- 1.2 Following a decision by Warwick District Council's Executive to retain the off-street parking function, the council needs to recruit staff to provide this service.

## 2. **RECOMMENDATION**

- 2.1 That Members agree for the following posts to be added to the Council's establishment:

Car Parks Team Leader x 1

Car Parks Supervisor x 1

Car Parks Notice Processing Officer x 1

Car Parks Civil Enforcement Officer x 7

- 2.2 That Members agree to beginning the recruitment process now although these new roles will not commence until 1<sup>st</sup> November 2014.
- 2.3 Members agree that the existing Parking Services team consisting of; Parking Services Manager x 1, Notice Processing Manager x 1, Parking Enforcement Team Manager x 1, Parking Enforcement Supervisors x 3, Technical Clerks x 2, Notice Processing Officer x 3, Civil Enforcement Officers x 20, be deleted from the establishment list from 31<sup>st</sup> October 2014, as they will TUPE across to the new provider for on street enforcement.

## 3. **REASONS FOR THE RECOMMENDATION**

- 3.1 The Executive have decided not to include off street car parking in the tender currently being let by WCC for on street enforcement.
- 3.2 As TUPE applies to all the Parking Services team, they will transfer to either a contractor or WCC from the 1<sup>st</sup> November 2014, (except 2.5 FTE who are associated with the pay on exit car parks). No staff will be put at risk and no redundancies are anticipated. The Council needs to recruit staff to deliver the off-street car parking service.
- 3.3 To ensure income of approximately £2.5 million associated with the off-street car parking service is received by the council.
- 3.4 To recruit the new car parks team now will give an opportunity to the existing parking team to apply for the new positions. It is anticipated that this will help give stability to part of the team until the transfer takes place.

## 4. **POLICY FRAMEWORK**

- 4.1 **Policy Framework** - the decision to continue to operate our own off-street enforcement is not in conflict with our policy framework.



4.2 **Fit for the Future** - operating our own off-street enforcement in our own off-street car parks is in line with making Warwick District a great place to live, work and visit.

## 5. **BUDGETARY FRAMEWORK**

5.1 Based on Warwick District Council (WDC) operating our own off street enforcement it is expected that the expenditure of running the off street service from November 2014 will be £2,176k for a full year. The current cost of providing off-street enforcement is currently £2,140k.

5.2 The expenditure budget will require an additional £36k to deliver a car parks service as described. There is also a loss of a £159k of income, which is the current recharge to WCC, which will cease on the 31<sup>st</sup> October 2014. Work is ongoing to establish how this can be reduced and how it will impact on the Medium Term Financial Strategy.

5.3 These posts have been through HAY and the following is a detailed breakdown of the new posts and costs:-

Car Parks Team Leader x 1, total salary including on-cost = £31,009

This role will manage the day to day operation of the car park service and manage the business support function, supporting the delivery of a range of waste collection and street scene services. The team leader's role is a very important in helping to develop the car parks team to be highly efficient service ensuring that the team set the standard for customer service and that enforcement is seen to be carried out in a fair and courteous manner. Producing accurate financial information for the service in a timely manner and providing daily support to a team of 15.

Car Parks Supervisor x 1, total salary including on-cost = £26,941 + 1% single status enhancement £1,302

This role will supervise and lead the team of 10 car park staff ensuring that they are supported in their role, proficient in the maintenance of the pay and display systems, pay on exit systems and parking management systems ensuring that this equipment operates to its maximum potential. They will be responsible for compiling and monitoring of cash collection contract and provide statistical information for review by senior officers.

Car Parks Notice Processing Officer x 1, total salary including on-cost = £22,226

This role will process the penalty charge notice challenges and associated functions through to bailiff. They will determine the appropriate action following receipt of challenges from drivers' against the issue of PCN's, taking into account circumstantial and mitigating evidence to ensure fair and consistent handling of challenges. They will control the issue of permits for car park season tickets, staff and councillor passes as well as providing customer advice and assistance for technical and general enquiries by way of face to face, telephone, or correspondence.

Car Parks Civil Enforcement Officer x 7, total salary cost including on-cost = £155,941 + 1% single status enhancement £1,302

This role will provide front line customer service to the users of the car park and ensure that effective enforcement is carried out. They will ensure that the pay

and display machines are kept operational and support the pay on exit operations in the multi-storey car parks.

- 5.5 The current Parking Services operates from 6am until midnight 7 days a week as a result the enforcement team receive the 1% single status enhancement on their salary. The new operation will operate during the same times resulting in the entitlement of the 1% enhancement for the Car Parks Supervisor and Civil Enforcement Officers.
- 5.6 WDC and the other Districts and Boroughs in Warwickshire have agreed to investigate the options for a shared back office function. This work is ongoing and it is too early in the process to establish if there will be any financial benefit to the Council.

## **6. RISKS**

- 6.1 There is a risk of not being able to attract sufficiently experienced staff, however it is likely that a number of existing car parking staff would prefer to stay with the council rather than transfer to an external contractor or WCC.
- 6.2 There is a risk that WCC will not have a tender in place by November 2014, however this does not prevent WDC operating the off street parking service.


## **7. ALTERNATIVE OPTION(S) CONSIDERED**

- 7.1 Not to recruit staff to operate the off street parking service, however this has discounted due as it would create an automatic loss of £100k in lost penalty charge notice income and have a potential negative impact on the £2.2m income derived from the pay and display machines.
- 7.2 To reduce the number of posts relating to off street parking, however this has been discounted as it would impact on the quality of the service provided, and the level of income received by the council.

## **8. BACKGROUND**

- 8.1 In early 2013 Warwickshire County Council announced that they were looking at the possibility of externalising the enforcement of on-street parking regulations.
- 8.2 Following a review of on-street parking enforcement by a WCC Member Working Group the WCC Cabinet took the decision in November 2013 to externalise the on-street parking enforcement element of the joined up service.
- 8.3 Since that time WDC has been working with WCC to establish if the tender being put together for on-street enforcement could be used to deliver the off street parking enforcement that WDC would require if a joined up service enforcement was to continue to be delivered across Warwick District.
- 8.4 WCC is about to issue the tender document to the market. Whilst the tender would allow for the possible inclusion of off-street enforcement in the future there are no specific references to the way an off-street enforcement service should be managed.

- 8.5 As a result Members have agreed that it would be a significant risk to WDC to include our off-street enforcement in the tender. Officers believed it would be far more prudent to operate our own off-street enforcement from November 2014.
- 8.6 WDC will be able to review the performance of the contractor employed to deliver the on-street service. If the quality and cost of that service is in line with what WDC is seeking there is the option at that stage to investigate if it would be appropriate to include off-street enforcement alongside on-street enforcement?

 <b>Employment Committee</b> <b>13<sup>th</sup> March 2014</b>		<b>Agenda Item No. 6</b>
<b>Title</b>	Head of Service Recruitment	
<b>For further information about this report please contact</b>	Elaine Priestley Senior HR Officer 01926 456682	
<b>Wards of the District directly affected</b>		
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	N/A	
<b>Background Papers</b>		

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	No (If No state why below)

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Deputy Chief Executive & Monitoring Officer	18 Feb 14	Andrew Jones
Head of Service		
CMT	18 Feb 14	Chris Elliott, Andrew Jones, Bill Hunt
Section 151 Officer	18 Feb 14	Mike Snow
Portfolio Holder(s)	20 Feb 14	Cllr Grainger
<b>Consultation &amp; Community Engagement</b>		
20 <sup>th</sup> Feb 14 - Cllrs Boad, Barrott, Mrs Bunker, Mackay and Mobbs		
<b>Final Decision?</b>		Yes
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. **SUMMARY**

- 1.1 This report is to consider changing the current recruitment process for Head of Service appointments in line with feedback following the recent recruitment projects.

## 2. **RECOMMENDATION**

- 2.1 That Employment Committee agrees that the recruitment guidance for Heads of Service is revised as detailed at Appendix 1.

## 3. **REASONS FOR THE RECOMMENDATION**

- 3.1 Following the recruitment processes for the Heads of Neighbourhood and Development Services feedback was received from Members in relation to the two stage process adopted and the clarity of who should participate in recruitment process at which stage.
- 3.2 The proposed revisions make the following changes:
- a. Enable Deputy Chief Executive to substitute for the Chief Executive when appropriate (introduction)
  - b. In the event of a small number (4 or less) of applications being received giving the Chief Executive discretion to go straight to the shortlisting stage, forgoing longlisting. (section 4)
  - c. In the event of a huge number of applications being received limit those longlisted to those who most closely meet the essential and desirable criteria. The long list should not exceed 20 but could be less. Previously all applicants meeting the essential criteria would have been longlisted. (section 4)
  - d. Propose that shortlisting and final interviews are carried out by a Selection Panel comprising the Leader, the Chair of Employment Committee and three other members of the Employment Committee to be appointed by the Chief Executive in consultation with Group Leaders. (section 7)
  - e. To reflect the request of Employment Committee that clarification is given that only those Members who participate in the shortlisting meeting may take part in the final interview process (section 8)
  - f. Propose that the Selection Panel make are recommendation for appointment to a closed meeting of the Employment Committee (section 9)

## 4. **POLICY FRAMEWORK**

### 4.1 **Policy Framework**

There would be no change in Policy but there would to the supporting guidance should the recommendation be approved.

### 4.2 **Fit for the Future**

This report fits within the "Leadership, Values and Organisation design" by proposing a leaner and clearer process.

5. **BUDGETARY FRAMEWORK**

5.1 No change to the budgetary framework.

6. **RISKS**

6.1 The risks of not implementing the revisions are that there will still be a lack of clarity regarding certain stages and an additional and unnecessary stages will be continue to form part of the process.

7. **ALTERNATIVE OPTION(S) CONSIDERED**

7.1 None.

## **PROCESS FOR HEAD OF SERVICE RECRUITMENT BY ELECTED MEMBERS**

This guide provides the procedure that builds upon the Officer Employment Procedure Rules as set out in Part 4 of the Council's Constitution.

This policy applies to JNC Heads of Service but not to Deputy Chief Executive and Chief Executive. The policy refers to the Chief Executive but this role may be fulfilled by a Deputy Chief Executive.

Contents:

1. The decision to recruit
2. The recruitment timetable
3. Advertising and information packs
4. Longlisting
5. The first interview
6. Selection tests
7. Shortlisting
8. The final interview
9. Making the decision
10. The job offer
11. Induction
12. Feedback to Candidates
13. The legal and policy framework

### **1. THE DECISION TO RECRUIT**

The Council's workforce plan will contain some broad strategies for senior management development and replacement should vacancies arise. As part of the workforce plan job descriptions and person specifications for senior roles are reviewed and kept up to date. The Chief Executive will consider these in deciding whether or not to recommend to Group Leaders and the Chair of Employment Committee that a vacant senior post should be filled.

### **2. THE RECRUITMENT TIMETABLE**

Once the decision is taken to recruit a senior manager the process is organised by the HR team. They will produce a timetable to ensure that there is sufficient time to ensure all the administration required runs smoothly and creates a good first impression for the potential candidates.

It is vital that Members respond as soon as possible to requests for availability and consider who will be their substitute if they are not available for the process.

The final interviewing panel will consist of trained Members that participated in the shortlisting panel. Each stage of the selection process will be a separate meeting.

### **3. ADVERTISING AND INFORMATION PACKS**

The Fit For Future Process and associated procedures seek to maximise the opportunities for alternative careers for employees facing potential job loss through redundancy. The highest priority will be given to maintaining the security of staff as it is Council policy to avoid redundancy wherever possible. Therefore, staff "at risk" and subsequently internal staff are provided with the opportunity to apply for Senior

Manager positions prior to external advertising (subject to Leader/Deputy approval). If recruitment is not successful via this internal method, then external advertising can be used, the main method of which is through the Council's web page. In addition other external methods may be used; these could include the MJ or a specialised publication relevant to the service.

Advertising is expensive and it is important to monitor the response rate to different media to ensure that the right mix is being used; HR will monitor this after each recruitment exercise.

The Council produces a professional information pack which is available to all external enquirers. Even though many more packs will be sent out than applications returned, this is a good opportunity to advertise the Council and its achievements to a wide audience and it helps to build the Council's reputation for excellence.

The role for Members at this stage is to promote the opportunity that is available at any appropriate times and encourage people to ask for the application pack.

Members also need to be aware of the dangers of canvassing from any potential applicants; this would disqualify the applicant and could be a breach of the Code of Conduct for Members.

The Portfolio Holder may attend every stage of the recruitment process to listen to the discussions and will provide their view of the candidates at the shortlisting and final interview stages. However they will not form part of the decision making Panel. If they do not form part of the Selection Panel written authority must be received from the Chairman of the Employment Committee to attend.

#### **4. LONG-LISTING**

This is the first stage of the selection process where the applications that have been received are matched against the person specification for the job. The candidates who demonstrate the closest match to the person specification will be invited for a screening interview. Where more than 20 candidates match the essential criteria those matching the essential criteria will then be assessed against the desirable criteria with no more than 20 Candidates progressing to the next stage.

However any disabled applicant who meets the essential criteria will automatically be included in the longlisting process.

If four, or less, applications are received as decision may be made, by the Chief Executive, to forgo the longlisting and first interview stage and proceed directly to the shortlisting stage.

Long-listing will take place as soon as possible following the closing date for applications. This first stage of selection is carried out by a panel that consists of the Chief Executive, a Deputy Chief Executive and the HR/OD Manager.



## **5. THE FIRST INTERVIEW**

This is conducted by the panel who undertook the long-listing. The purpose of this interview is to check the application and measure the candidate's qualifications, achievements and experience against the person specification.

At this stage any candidates will be assessing the Council as much as we are assessing them so it is very important to continue the impression we have tried to create with the application pack. It is also necessary to ensure that the Longlisting process is completely free of bias or discrimination and the decision not to invite a candidate for interview can be justified.

## **6. SELECTION TESTING**

Selection tests are used to support the information gained from the first interview. They are designed to test the criteria required by the person specification and job description and to provide candidates with the opportunity to demonstrate their skills in different ways.

The types of tests that can use include: numerical and verbal reasoning, in-tray exercises, group exercises, written questions, personality profiles and presentations.

## **7. SHORT-LISTING**

It is the role of the Chief Executive and HR/OD Manager to guide and advise Members in relation to the shortlisting and interview process.

A short-listing meeting will be arranged as soon as possible after the first interviews are complete. This will be in the form of a meeting of the Selection Panel comprising the Leader, the Chairman of Employment Committee and three other members of Employment Committee. The membership of the panel will be appointed by the Chief Executive in consultation with Group Leaders.

The results from the first interviews and the tests will be fed back to the meeting by the long listing Panel.

At this stage the Selection Panel will receive copies of the application forms for those candidates who have been put forward from the first interview. Members will also receive the job description and the person specification. It is the role of Members to read the applications and familiarise themselves with the candidates who have applied and consider any questions they want to raise at the short-listing meeting.

The aim at this session is to decide which, if any, candidates are suitable to go forward to the final stage of the process. The decision must be made on demonstrable evidence taking all the information that has been gathered into account.

Members must only shortlist those candidates who have demonstrated the ability to meet all the requirements of the job. In senior level recruitment this often comes down to no more than three or four candidates. It is at this stage that members need to decide if they have a good enough selection of candidates to continue with the process.

Members will keep the copies of the applications for the shortlisted candidates to bring with them on the final interview day. The unsuccessful candidates' forms must be handed in to HR so that they can be destroyed as confidential waste.

Following the short-listing meeting, HR will produce a timetable for the final interview day depending on the number of candidates chosen.

HR will request references for all candidates and make these available to the Selection Committee.

## **8. THE FINAL INTERVIEW**

The final interview will be a separate meeting of the Selection Panel.

The membership of the panel will be those who sat on the shortlisting panel. The Chair will be responsible for ensuring that the interviews run to schedule.

The interview will include a presentation to the Selection Panel. The Chief Executive/Deputy Chief Executive and the HR/OD Manager will also be present to provide advice.

The HR/OD Manager will supply a list of suggested questions that the panel can choose from and agree in advance of the interviews, who will ask which question; they will also receive a scoring sheet for summarising the assessments.

The interviews will normally start with the candidate's presentation after which the panel may ask questions on the presentation. This is followed by an interview with all panel members asking questions. The purpose of the questions is to draw out the candidate's skills, knowledge and experience and ask them to demonstrate how they match to the requirements of the job.

The questions are deliberately the same to all candidates to ensure consistency and fairness although Members can ask supplementary questions to follow through any points which have been made by the candidate or to encourage them to expand their answer.

Members should have in mind the range of answers they would expect to their question and any key points they would expect the candidates to bring out.

Conducting interviews is a mentally demanding activity. You will need to concentrate throughout a series of interviews and at the same time make enough notes to be able to mark each candidate against the criteria for the job.

It is strongly recommended that notes are made during the interviews and the scoring takes place at the end of each interview, time for which is allowed in the timetable. Please make sure you write the name of the candidate on any notes that you make which will form part of the final paperwork.

All paperwork must be passed back to the HR/OD Manager at the end of the final interview day for filing or shredding as necessary.

## **9. MAKING THE DECISION**

At the end of the interview the Chair will allow time for final reflection on the candidate (s) and then invite discussion from all panel members on each candidate in turn. The Chief Executive will remind the panel of the results from the first interview stage so that these can be fed into the final decision.

The aim is to appoint the best candidate for the job, not merely choose the "best of the bunch" if this falls short of the expected standard. Members can decide not to make an appointment if they feel none of the final candidates are right for the post. In making this decision it is worth remembering that whoever held the job previously had probably been with the Council for some time and had become extremely experienced in the job.

New candidates are most likely to be coming for promotion and therefore will be at the early stages of their career in a senior position. It is unlikely that any new candidate is going to meet all of the criteria for the job as well as the most recent jobholder. The selection process is designed to help members identify potential for development as well as suitability for the job.

Members can decide to have a second choice if the first candidate offered the post does not accept it. This decision will be made on the merit of the applicants.

Once a decision has been reached the Selection Panel will make a recommendation to Employment Committee members, who will meet in private but with a published agenda. The Employment Committee will be informed of the scores for each of the candidates at each stage of the process along with a summary paragraph about each applicant. This will be presented to them by the Chairman of the Selection Panel.

## **10. THE JOB OFFER**

Candidates are not expected to wait too long for the outcome of the interview. The successful candidate will be contacted very shortly after the day that Members make the decision, by the Chief Executive or the HR/OD Manager. It will be a verbal conditional offer of Employment, subject to the Executive not raising any objections to the appointment.

If the candidate accepts, the 'appointer' (the Chair of the panel) will ask the Chief Executive, to notify the Executive of the proposal to appoint and give them a specified period in which to inform the Leader of the Executive if they have any objections to the appointment.

A written job offer will be prepared by HR once the Leader has confirmed that there are no objections from the Executive to the appointment; or, if there are, that they are not material or not well founded. This is a requirement of the Local Authorities (Standing Orders) (England) Regulations 2001 for councils operating executive arrangements.

The written offer will be made subject to pre-employment checks (for external candidates).

## **11. INDUCTION**

The appointment will be announced via an email from the Chief Executive & Leader and Chairman of Employment Committee to all Councillors , the core brief, and the intranet. For certain positions the Council's strategic partners would also be informed.

It is quite likely that external appointees will have to give three months notice to their current employers, so it may be some time from the recruitment process to the start date during which Members may hear little or nothing of their new member of staff.

It is also quite common, however, for external appointees to want to familiarise themselves with the Council before they start so they may decide to come to committee or Executive meetings as an observer. They may even be able to join training events or be present at significant decision making meetings during their notice period. These will all be part of the transition between one employer and another.

Once the official start date is reached a full induction programme will commence which will involve the new jobholder meeting Members at appropriate times.

The first few months for a new jobholder are always the most tense; they have expectations and so do we as the employer. If these are not met then either side can wonder if they have made a mistake. We have a reputation of being a good employer and a friendly place to work and this is borne out by the length of time many of our employees chose to stay with us. Members have a very key role in continuing this reputation with new senior managers and for many it is the excellent relationship between Members and officers throughout the Council that makes Warwick District Council an employer of choice.

## **12. FEEDBACK TO CANDIDATES**

This will be given by the Chief Executive or HR/OD Manager on request. Members will not give feedback.

## **13.THE LEGAL AND POLICY FRAMEWORK - (Advice from Employers Organisation)**

### **Appointment on Merit**

Under section 7 of the Local Government and Housing Act 1989, every appointment of a person to a paid office of employment with a local authority of any kind 'shall be made on merit'. Merit is not defined, but can be understood to mean fitness for the job. The provisions were introduced primarily to prevent politically-motivated appointments but the effect of the provision is that all irrelevant issues should be ignored.

There are a number of statutory provisions brought together under the Equality Act 2010 which affect the duty to appoint on merit as follows:

#### **(a) Disability**

An authority must assess the 'merit' of a disabled candidate by taking into account any adjustment that must be made under the duty to make reasonable adjustments under the Equality Act.

The Act does not prohibit positive discrimination in favour of people with a disability. However, because of the principle of appointment on merit, such discrimination is prohibited for local authorities. However, the requirement to appoint on merit is subject to the requirement to comply with the Act. This means that appointment on merit does not prevent the redeployment of a disabled person in circumstances where they are at risk of being dismissed on incapacity grounds.

**(b) Sex / Sexual Orientation**

An employer can discriminate on the grounds of sex where the sex of the employee is a genuine occupational qualification. It is also possible to discriminate against a transsexual if there is a relevant genuine occupational qualification. All other discrimination on the grounds of gender is unlawful.

**(c) Race**

An employer can discriminate on the grounds of race where the race of the employee is a genuine occupational qualification. Again all other discrimination on the ground of race is unlawful.

**(d) Age**

It is unlawful to discriminate on the basis of age unless the practice is covered by an exception from the ban or good reason can be shown for the differential treatment ('objective justification')

It is also unlawful to discriminate on any of these additional grounds:

**(e) Gender Reassignment**

**(f) Being married or in a civil partnership**

**(g) Having a religion or belief or lacking a religion or belief**

**(h) Being pregnant or having a child**

**Local Government Finance Act 1988, s113 and LGHA 1989 s6**

The officers responsible for administration of financial affairs of certain authorities (Section 151 Officer) must be a member of one of the professional bodies specified in the Act.

Appointment on merit does not mean that the choice must always fall upon the candidate of greatest merit. All that is required is that the criterion of merit is observed and no irrelevant consideration is allowed to override it.

There is no remedy provided in the Act for individuals who feel that an appointment was not made on merit. However, if a breach of section 7 was brought to the attention of the monitoring officer he or she could prepare a report on the alleged breach in accordance with his or her statutory duties. Also, it may be that persistent disregard of the obligation to make appointments on merit could be the subject of a judicial review.

In order to avoid an allegation that the authority had acted in breach of section 7, it should take steps to show that its procedures are as objective and fair as possible. In particular, authorities should scrupulously observe their appointments procedures and draw up and apply job descriptions and person specifications. It is also wise to record the reasons why, for each post, individual candidates were not shortlisted and why shortlisted candidates were not selected. Such a record is likely to be maintained in any case for the purposes of contesting challenge on grounds of alleged discrimination.

### **Appointment of Senior Officers**

The Local Authorities (Standing Orders) (England) Regulations 2001 regulate the involvement of councillors in decisions relating to the appointment of staff. The Regulations apply only to England.

The officers to be appointed by members are defined within the Officer Employment Procedure Rules ((Part 4) of the Constitution) as those officers detailed within Article 12 of the Constitution. At present these officers are defined as the Chief Executive, Deputy Chief Executive and Heads of Service.

The Council's Constitution sets out the procedure for the recruitment of senior officers (Officer Employment Procedure Rules). Members will not be involved with recruitment of officers below Heads of Service level.

In addition the authority must approve the appointment of the head of paid service (Chief Executive). In this instance the Employment Committee conduct the interview process as set out above with the exception that they will recommend to Council the appointment of an individual to this post. Council must take the decision on who is appointed to this post.

### **Special provisions for councils operating executive arrangements**

A number of special provisions apply to authorities operating leader and cabinet executive or mayor and cabinet executive constitutions.

#### *Committees making an appointment*

If a committee comprising members is making an appointment, there must be at least one member of the executive on the committee.

#### *Opportunity for members of the executive to raise objections to a proposed appointment*

The Regulations also provide that there must be an opportunity for members of the executive to raise objections to the appointment of a senior officer.

In such cases, the person or body who is 'discharging the function of' appointment (the 'appointer') must notify the proper officer (this is the person appointed to perform this function) of the person whom it is proposed to appoint and any other particulars relevant to the appointment. The proper officer then:

- Notifies every member of the executive of the proposals;
- Gives them a specified period within which the leader (in a leader and cabinet executive) may advise the proper officer of any objection on the part of the executive to the proposed appointment.

The offer of appointment can only be made if:

- The leader has informed the proper officer that neither s/he nor the members of the executive have any objection to the offer of appointment; or
- There has been objection from the leader or a member of the executive, but the appointer is satisfied that the objection is not material or is not well founded.

### **Regulations governing external appointments**

The Local Authorities (Standing Orders) Regulations 1993 regulate the appointment of the head of paid service, chief officers (statutory and non-statutory), political assistants and mayors' assistants where a post is to be advertised externally. The Regulations require that the authority must draw up a statement specifying the duties of the post and a person specification. This should be sent to any person on request. The authority must also advertise the post in such a way that it would be brought to the attention of people qualified to apply for it. If no qualified candidates apply, the post must be re-advertised in the same way. The authority must either interview all applicants or shortlist and interview the shortlisted applicants.

The authority can delegate any of the above processes, including the actual appointment, to a committee or sub-committee. A chief officer may also be delegated to draw up the job description and person specification and to advertise and interview for the post, but cannot make an appointment.

Non-statutory chief officers, political assistants and mayor's assistants can be excluded from these provisions by the authority's standing orders.

### **Restrictions on the recruitment of councillors**

Under section 116 of the Local Government Act 1972, a local authority cannot appoint as an employee in any capacity, any councillor who is currently a member of that authority or who had been a member in the previous 12 months.

However, in an authority operating executive arrangements under the Local Authorities (Executive and Alternative Arrangements) (Modification of Enactments and Other Provisions) (England) Order 2001, a councillor is not precluded from being appointed or elected to a position on the executive which may be described as paid office.

### **Politically restricted posts**

Certain posts are 'politically restricted' which means that they are effectively prevented from having any active political role either in or outside the workplace. This not only debars post holders from holding political office but also restricts them from canvassing or from speaking in public or publishing a work which might give the impression that they are advocating support for a political party. An authority must hold a list of politically restricted posts.

The posts that are politically restricted fall into these categories:

- Specified posts – including head of paid service, chief officers and political assistants;

- Sensitive posts – this relates to the duties of the post that may be involved in giving advice or speaking to the media.

Apart from those in specified posts, a postholder can apply to an independent adjudicator to be exempted from the list, on the grounds, that they do not influence policy.

It is good practice to inform applicants to a post which is politically restricted that is the case. This may be a major influence on whether to apply for a job or not. For this reason it is better to include information in the applicant's pack so that a person who is not willing to give up their political activities does not waste the time of both themselves and the authority in applying for the post.

Revised February 2014



<b>Title</b>	Pay Policy Statement
<b>For further information about this report please contact</b>	Elaine Priestley Senior HR Officer 01926 456682
<b>Wards of the District directly affected</b>	None
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No
<b>Date and meeting when issue was last considered and relevant minute number</b>	None
<b>Background Papers</b>	None

<b>Contrary to the policy framework:</b>	Yes/No
<b>Contrary to the budgetary framework:</b>	Yes/No
<b>Key Decision?</b>	Yes/No
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes/No
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	Yes/No (If No state why below)

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	February 2014	CMT
Head of Service		
CMT		As above
Section 151 Officer	February 2014	Mike Snow
Monitoring Officer	February 2014	Andy Jones
Finance	February 2014	Mike Snow
Portfolio Holder(s)	February 2014	Clr Mobbs
<b>Consultation &amp; Community Engagement</b>		
<b>Final Decision?</b>		Yes/No
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. **SUMMARY**

- 1.1 The report presents the Council's Pay Policy Statement for 2014-2015 as required under the Localism Act 2011, 2011 Chapter 20, Part 1 Local Government, Chapter 8 Pay Accountability. It sets out the authority's policies for the financial year relating to the remuneration of chief officers, the remuneration of the lowest paid employees and the relationship between the remuneration of its chief officers and its employees that are not chief officers.
- 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.

## 2. **RECOMMENDATION**

- 2.1 That Full Council approve the Pay Policy Statement – at Appendix 1 – as presented and agree for its publication for the 2014/2015 financial year
- 2.2 That Full Council agree to publication of the approved Pay Policy Statement on an annual basis with reviews and amendments in-year if required subject to agreement at Full Council.

## 3. **REASONS FOR THE RECOMMENDATION**

- 3.1 A Pay Policy Statement is requirement under the Localism Act 2011 and needs to be formally adopted by the Council each year; this is the third annual statement.

## 4. **POLICY FRAMEWORK**

- 4.1 **Policy Framework** – the report does not bring forward changes to the policies listed below:
- Development Plan Documents
  - Fit for the Future
  - Food Law Enforcement Service Plan
  - The plan and strategy which comprise the Housing Investment Programme
- 4.2 **Fit for the Future** – The report is not contrary to the aims of the Fit for the Future programme of work.

## 5. **BUDGETARY FRAMEWORK**

- 5.1 There is not an impact on the Budgetary Framework, including the process set out in the Budget and Policy Framework Procedure Rules within the Constitution. The costs of the Pay Policy are all reflected within the Council's agreed Budget.

## 6. **RISKS**

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

## **7. ALTERNATIVE OPTION(S) CONSIDERED**

7.1 None considered – it is required by law

## **8. BACKGROUND**

8.1 Agreeing and publishing the Pay Policy is a legal requirement. This is the third year this has been in place.

### **8.2 Main Points from the Pay Policy**

8.2.1 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.

8.2.2. The statement must contain details of the authority's policies in relation to remuneration for its chief officers. It should be noted that the pay scales have not increased for five years for Chief Officers and the Chief Executive.

8.2.3 It must also include a definition of its lowest paid workers and their remuneration policies.

8.2.4 It must include the relationship in remuneration between chief officers and chief officers and lowest paid workers; this has been illustrated by ratios.

8.2.5 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.

8.2.6 The statement must be published once it has been approved in a matter that is fitting – this will be on the Council's website.

## **PAY POLICY STATEMENT 2014/15**

### **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 by identifying:

- the detail and level of remuneration of its most senior staff i.e. 'chief officers', as defined by the relevant legislation
- the methods by which salaries of all employees are determined
- the Committee responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council

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. This is the third Pay Policy Statement published; the first was for 2012/13.

### **REMUNERATION PROVISIONS**

#### **Definition of Chief Officers**

The definitions of Chief Officer are taken from the Localism Act 2011 and set out in Article 12 of the Council's Constitution as:

Chief Executive  
Deputy Chief Executive  
Heads of Service  
Section 151 Officer  
Monitoring Officer

#### **Definition of Lowest Paid Employees**

These are employees in Grades J and I of the NJC grading structure which are the bottom two bands in the scheme. The grading and banding is underpinned by Hay job evaluation scheme. Currently those employees in Grade J account for a very small proportion of the workforce, therefore Grade I is also included.

Apprentices are employed on a lower wage as they are considered to be on a training agreement with the Council, rather than a full employment contract.

The recommended pay rates should not be lower than the National Minimum Wage and according to research for the National Apprenticeship Scheme, the average pay for an Apprentice is £170 per week which is what the Council has based Apprentices' pay on.

## **Section 1- POLICY ON REMUNERATION OF CHIEF OFFICERS**

### **1. Levels of Pay for Each Chief Officer**

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 Executives, Heads of Service (which include the Monitoring Officer and 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 2014/2015 is 13.5% and Employee contributions can be found at [www.warwickshire.gov.uk/pensions](http://www.warwickshire.gov.uk/pensions)

These elements of remuneration for 2014/15 are set out in Appendix 1.

### **2. Elements of Remuneration for Each Chief Officer**

In addition to the basic salary outlined above, Chief Officers may claim business mileage as a Casual Car User; none of the Chief Officers are in receipt of an Essential Car User Allowance payment.

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 one of the Deputy Chief Executives as part of the current role; a separate payment for Monitoring Officer 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.

The majority of 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<sup>st</sup> April each year and incremental increase to their pay will be applied as follows:

- Chief Officers appointed between 1<sup>st</sup> October and 31<sup>st</sup> March will receive an increment on 1<sup>st</sup> October the following year and thereafter
- Chief Officers appointed between 1<sup>st</sup> April and 30<sup>th</sup> September will receive an increment on 1<sup>st</sup> April the following year and thereafter.

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 regularly 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. The last pay benchmarking on Chief Officers was completed in 2008/09. The Council commissioned an Equal Pay audit for 2012/13 and will take steps to address any areas as identified.

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. 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.

During 2012/13, the Council negotiated a local agreement with the Unions that covers all staff and suspended National Cost of Living awards for a set three year period (2012/13, 2013/14, 2014/15). For 2013/14, the agreement is to make a one off, non-consolidated payment of 2% or £500 (whichever is the greater) to all grades subject to achieving pre-set agreed targets and measures across the Council. In the summer of 2013 the Unions withdrew from this agreement and the Council has resumed adherence to the National Cost of Living Awards, hence the local agreement was only in force for 2012/13.

## **6. Termination Payments**

In the case of redundancy, a severance payment would be made to a Chief Officer in line with the current the Redeployment and Stability of Employment policies and as per the Redundancy Calculator.

Leavers 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 a higher pension benefit may be approved 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.

The Council may choose to make a payment under a Settlement Agreement to protect against compensation claims that could be expensive or bring the Council into disrepute. Typically such payments are less than a year's salary. The approval for payments of this nature need to have the support of the Chief Executive who will then seek approval at Executive Committee.

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

Our definition of the lowest paid employees within the Council is determined by the grade for their post, which is underpinned by Hay job evaluation scheme. Market supplements may be given to some posts where there are recruitment and retention difficulties. Currently none of our lowest paid employees receive a market supplement on their salary.

The Council is currently exploring the feasibility of paying a supplement to members of staff paid spinal column point 10 and below to bring their hourly rate in line with National Living Wage, currently £7.65 per hour.

Using the Hay Job Evaluation process, the Councils uses the nationally negotiated pay spine (further details can be found at [www.LGE.gov.uk](http://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 last increase to the national pay scheme was April 2013 (1). 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 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. 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.

During 2012/13, the Council fulfilled its commitment to employ Apprentices and had two young people engaged under this scheme. They were paid at the average pay rate for Apprentices which is £170 per week. Both apprentices have now secured fixed term posts within the Council.

### **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.

Currently the average (mean) of the Chief Officers pay is 3.0 times that of the rest of the employees. The highest earning Chief Officer earns 4.4 times the mean of the rest of the employees. The highest earning Chief Officer earns 8.4 times the mean of the lowest paid employees. This is higher ratio than last year as it includes the pay of the Apprentices.

Currently the median Chief Officers pay is 2.8 times that of the rest of the employees. The highest earning Chief Officer earns 4.8 times the median salary of the rest of the employees.

These figures are accurate as of February 2014 and exclude any other payments or allowances.

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](http://www.Warwickdc.gov.uk).



## **Section 5 - RELATED DOCUMENTS**

Early Retirement  
Redeployment and Stability of Employment  
Recruitment Policy  
Final Increment Scheme for Chief Officers  
Disciplinary Policy  
Hay Job Evaluation Scheme Outline

Flexible Retirement  
Ill-Health Retirement Policy  
Honoraria Policy  
Capability Policy  
Car Users guidelines

Date of first issue:	March 2012
Date of Version 2:	March 2013
Date of Version 3:	March 2014
Date of next review:	March 2015

**WARWICK SENIOR MANAGERS GRADES**  
(WSMG Scheme for Chief Officers excluding the Chief Executive)

**Basic Pay**

<b>Grade</b>	<b>Post</b>	<b>Starting Point</b>	<b>Mid Point</b>	<b>Max Point</b>
	Chief Executive	£95,750	-	£104,840
WSMG1	Deputy Chief Executive	£78,000	£81,250	£84,500
WSMG2	Head of Finance	£69,000	£71,750	£74,500
WSMG3	Head of Corporate & Community Services	£55,310	£57,615	£59,921
WSMG3	Head of Housing & Property Services	£55,310	£57,615	£59,921
WSMG3	Head of Neighbourhood Services	£55,310	£57,615	£59,921
WSMG3	Head of Cultural Services	£55,310	£57,615	£59,921
WSMG3	Head of Development Services	£55,310	£57,615	£59,921
WSMG3	Head of Environmental and Community Protection Services	£55,310	£57,615	£59,921

**ELEMENTS OF REMUNERATION FOR CHIEF OFFICERS****Car Mileage Payments**

The accumulative mileage claim for the Chief Officer population for 2013/14 was approximately £1,120. It is estimated that the figure would be in the same region for 2014/15.

**Election Allowance for 2014/15 (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.

**Honorarium Payments**

None expected for Chief Officers in 2014/15

**Relocation Scheme**

None anticipated for 2013/14/15

**Mortgage Subsidy Scheme**

None currently