

Employment Committee

Tuesday 15 September 2020

A meeting of the above Committee will be held remotely on Tuesday 15 September 2020, at 6.00pm and available for the public to watch via the Warwick District Council [YouTube channel](#).

Councillor R Margrave (Chairman)

Councillor A Day
Councillor B Gifford
Councillor R Hales
Councillor O Jacques
Councillor J Kennedy

Councillor P Kohler
Councillor M Mangat
Councillor J Tracey
Councillor N Tangri
Councillor T Wright

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.

2. 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.

3. Minutes

To confirm the minutes of the meetings held on:

- | | |
|----------------------|--------------------------------------|
| (a) 10 December 2019 | (Pages 1 to 6 and Appendix A) |
| (b) 22 January 2020 | (Page 1 to 1) |
| (c) 7 May 2020 | (Page 1 to 1) |
| (d) 9 June 2020 | (Page 1 to 1) |
| (e) 5 August 2020 | (Pages 1 to 2) |

4. Employment Sub-Committees Minutes

To confirm the minutes of the meetings held on:

- (a) 13 March 2020
- (b) 28 April 2020

(Pages 1 to 2)
(Pages 1 to 2)

5. People Strategy Update

To consider a report from Human Resources.

(Pages 1 to 7)

6. Gender Pay Gap and Ethnicity Pay Gap Reporting

To consider a report from Human Resources.

(Pages 1 to 19)

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 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 Numbers	Paragraph Numbers	Reason
8	1	Information relating to an Individual
8	2	Information which is likely to reveal the identity of an individual
9	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

8. Minutes

To confirm the confidential minutes of the meeting held on 10 December 2019.

(Pages 1 to 10)

9. MTU Minutes

To note the confidential minutes of the meetings held on:

- (a) 20 November 2019
- (b) 11 March 2020

(Pages 1 to 7)
(Pages 1 to 3)

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You can e-mail the members of the Committee at

employmentcommittee@warwickdc.gov.uk

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prior to the meeting, by telephoning (01926)
456114

Employment Committee

Minutes of the meeting held on Tuesday 10 December 2019 at the Town Hall, Royal Leamington Spa at 6.00pm.

Present: Councillor Margrave (Chairman); Councillors Cooke, Day, B Gifford, Jacques, Kennedy, Kohler (arrived late), Tangri (arrived late), Tracey and Wright.

21. Apologies and Substitutes

- (a) there were no apologies made; and
- (b) Councillor Cooke substituted for Councillor Hales.

22. Declarations of Interest

There were no declarations of interest made.

23. Minutes

The minutes of the meeting held on 3 September 2019 were taken as read and signed by the Chairman as a correct record.

24. Minutes – Members/Trades Unions Joint Consultation & Safety Panel

The minutes of the meeting held on 21 August 2019 were noted.

25. 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 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
26 - 29	1	Information relating to an individual
26 - 29	2	Information which is likely to reveal the identity of an individual.

The full minutes of the following items would be detailed in the confidential minutes of the meeting.
(Councillor Tangri arrived at the meeting.)

26. **Programming and Marketing Team Review (Art Section, Cultural Services)**

The Committee considered a confidential report from Cultural Services which set out the establishment changes that would be required to support the proposed re-design of the Programme and Marketing team within Cultural Services.

Resolved that the recommendations in the report be approved.

27. **Revision to the Senior Management Team of Warwick District Council**

The Committee considered a confidential report from the Chief Executive which set out proposals to make minor revisions to the Senior Management Team of Warwick District Council.

Resolved that the recommendations in the report be approved.

(The Human Resources Manager left the room whilst this item was considered.)

(Councillor Kohler arrived part-way through consideration of this item and therefore did not vote on it.)

28. **Revision of Housing Services Staffing Structure**

(Councillor Gifford left part-way through this item and did not return.)

The Committee considered a report from Housing Services which set out the establishment changes required to support the proposed re-design of the Housing Service.

Resolved that the recommendations in the report be approved.

29. **Neighbourhood Services Programme Team**

The Committee considered a report from Neighbourhood Services which set out proposals to create a Public Realm Programme Team within the Service Area.

Resolved that the recommendations in the report be approved.

(The meeting resumed in public session.)

30. **People Strategy Update**

The Committee considered a report from Human Resources which gave an update on the progress made on the People Strategy Action Plan and associated areas as discussed at the People Strategy Steering Group (PSSG), the Joint Communication Forum (JCF), Members/Trades Unions

Joint Consultation & Safety Panel (MTU) and Senior Management Team (SMT).

Members of the PSSG, which met quarterly, were Councillors Falp, Mangat, Margrave, B Gifford and Wright, supported by the Chief Executive, Heads of Service for Culture, Neighbourhood Services, Housing and the HR Manager and HR Senior Business Partners.

The purpose of the People Strategy was to support the Council's Fit for the Future programme of work. 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. The People Strategy Action Plan underpinned the People Strategy and reported progress to SMT, CMT, People Strategy Steering Group and Employment Committee.

The report highlighted areas of success within the People Strategy themes for the last quarter:

- Leadership and Organisational Development – with HR staff supporting organisation restructuring across the Council.
- Workforce Planning and Performance – giving an update on the Apprenticeship Scheme operating at the Council. Of particular note was that three of the apprentices had secured employment with the Council during the last quarter. Details of the other apprenticeship positions were also given in the report.
- Equality and Diversity – with the Council continuing to provide training and review its three-year plan in liaison with the Warwickshire County Council specialist on Equality Impact Assessments (EQIA).
- Learning and Development – People and Change workshops had been launched to support all employees to cope positively with changes in their work and personal lives. Training continued for managers to handle staff absenteeism, and MetaCompliance eLearning courses were ongoing to ensure staff understood GDPR and data handling requirements. There was also an initiative to improve the staff appraisal process.
- Communications, Involvement and Engagement – the report detailed key external initiatives undertaken during the last quarter. It also advised that the Works Perks employee discount scheme now had over 160 users (this also included Councillors), and Social Media engagement with the Public was continuing to grow with over 150 new followers on the Council's Facebook pages, and the Twitter account had 10,000 followers.
- Employee Well-being, Reward and Recognition – 58% of employees had joined the Health and Wellbeing Cash Plan membership and this had been rolled out to new Members.

Members suggested that the Health and Wellbeing Cash Plan should be promoted again to staff because of the relatively small uptake.

The Committee was asked to note changes to the Council's Long Service Award. The current system recognised 20 years' continuous employment with a long service award, and it was proposed to extend this to recognise 30 and 40 years' continuous service at the Council, effective from 11 December 2019.

After the Employee Code of Conduct had been approved by Council in January 2019, certain changes had come to light and would therefore need further approval by Council. The Committee was asked to recommend to Council the changes as detailed in the Appendix 1 to the report.

The Committee was also asked approve an update to the Flexible Retirement Policy as detailed under recommendation 2.4 in the report. This update would mean that requests for early/flexible retirement would no longer need to be submitted to the Employment Committee for approval, the authority to do this being delegated to the Corporate Management Team (CMT). Requests to fund waiving early retirement reductions had to be supported by the Head of Service and reported and approved by the Executive. The circumstances in which this could occur were also more clearly defined and the new definition of "Exceptional Circumstances".

The Employment Committee was asked to approve the withdrawal of the Staff Suggestion Scheme because no one could recall the last time a suggestion had been made; staff currently expected to suggest innovation as part and parcel of their daily routines.

Recommendation 2.6 of the report sought Employment Committee support for a recommendation to go forward from it to Council for the revision of the responsibilities the Committee currently held in respect of staffing structures below Chief Executive level (i.e. excluding Heads of Service, Deputy Chief Executives and Chief Executive). The revision would mean the responsibility for any restructures below Chief Executive level would be delegated to the Chief Executive as Head of Paid Service. The Human Resources Manager advised the Employment Committee that should it be minded to approve Recommendation 2,6 in the report, it should stipulate that the changes be effective from 11 December 2019 so that it was absolutely clear that it still had authority to approve recommendations on staffing structure changes for the rest of the items on the agenda.

Resolved that:

- (1) the report be noted;
- (2) the discretionary Long Service Award agreed at the Workforce Steering Group in August 2019 to recognise 30 and 40 years' long service in addition to the existing contractual Long Service Award be noted. Details:
 - a gift to the value of £370 cash plus VAT;
 - or
 - £370 cash (taxable) which will be paid as part of the salary; or
 - A one-off entitlement to two weeks' additional leave;
- (3) the update to the Flexible Retirement Policy as detailed below for exceptional circumstances, be approved:

"Exceptional Circumstances"

The Local Government Pension Scheme regulations allow employers the discretion to waive the pension reduction. This will only be possible in exceptional circumstances for example, on compassionate grounds or as an alternative to retirement on grounds of redundancy or efficiency, if there is a strong business case. The Council has adopted the following definition of "compassionate grounds" for waiving pension reductions which is;

- The Council may choose to waive this reduction in exceptional circumstances e.g. where the employee has had to amend their working arrangements to care for a chronically ill partner.
- Ill-health which does not meet the ill-health retirement criteria for an enhanced pension where the reduction in hours is supported by an Independent Occupational Health Adviser."; and

- (4) the withdrawal of the Staff Suggestion Scheme, be approved.

Recommended to Council that:

- (1) the updated Employee Code of Conduct as set out at Appendix A to the minutes, be approved;
- (2) the responsibility of the Employment Committee is amended so that it is revised to read as follows (*italics* additions, ~~struck through~~ deletions):

To approve *amendments to the staff establishment in respect of Chief Officers of the Council, as defined in Article 12 of the Constitution*, in accordance with the Council's agreed budget; and

- (3) the Chief Executive, as Head of Paid Service, be delegated authority to:
"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."

(The meeting ended at 7.18 pm)

CHAIRMAN
15 September 2020

Warwick District Council Code of Conduct

Appendix A



Code of Conduct

Revision History

Document	Code of Conduct
Author	Richard Barr Graham Leach Tracy Dolphin
Date Completed	July 2019
Review Date	July 2020

Version	Revision Date	Revised By	Revisions Made
	23.1.19	RB TD GL	Full Council Approval
	16.7.19	RB TD GL	Grammar

Approvals

This document requires the following approvals:

Name	
Senior Management Team	13.11.19
Employment Committee	10.12.19
Full Council	

Distribution

This document has been distributed to:

Name	
All Staff/Unions	

EMPLOYEE CODE OF CONDUCT

CONTENTS

- 1. Introduction**
- 2. Working for the public and with other staff**
- 3. Management and staff relations**
 - 3.1 Working with your manager
 - 3.2 Working with your staff
- 4. Working practices**
 - 4.1 Health and Safety
 - 4.2 Sickness absence
 - 4.3 Hours and attendance
 - 4.4 Working honestly and with integrity and impartially
 - 4.5 Gifts and hospitality
 - 4.6 Working with sensitive information
 - 4.7 Working within the law and the Council's Constitution
 - 4.8 Working with Councillors
 - 4.9 Managing contact with the media
 - 4.10 Reporting improper conduct – the Confidential Reporting Policy
 - 4.11 Gross misconduct
 - 4.12 Working with external organisations
- 5. Guidance notes on the declaration of pecuniary and personal interests**

Appendices:

**Declaration Form for Interests
Form for Registering Gifts and Hospitality
The Seven Principles of Public Life (Revised January 2013)**

Warwick District Council Employee Code of Conduct

1. Introduction

- 1.1 The people of Warwick District Council expect and deserve the highest standards of service and behaviour from all Council staff. This Code sets out our values, rules and principles. It is not a complete list of what you can and cannot do, but its aim is to enable all employees of the Council to understand the ground rules that all must observe and the standards we expect from you as a Council employee.
- 1.2 This code is based upon the Seven Principles of Public Life (known as 'The Nolan Principles'). These principles are relevant to everyone who works in public service and are set out in full as Appendix 1 to this Code.
- 1.3 In addition, the Council has adopted five core values. These provide a framework for every action and decision that the Council takes. The five core values are:
 - Honesty and openness
 - Community focus
 - Fairness and equity
 - Environmental awareness
 - Value for money
- 1.4 Our standards are high because Council services affect the health and wellbeing of the community we serve.
- 1.5 Our work is democratically controlled and open to public scrutiny. It is often politically sensitive, and can depend on public confidence in the Council.
- 1.6 This Code applies to all Council staff. This Code does not form part of your contract of employment with the Council, and the Council reserves the right to amend it at any time.
- 1.7 Repeated or intentional breaches of the Code and the standards it expresses may result in disciplinary action, with one possible consequence being dismissal from your employment. In some cases, for example, if there is evidence of corruption or fraud, the Council may even refer the matter to the police for prosecution. We also expect all staff to operate within the law. Unlawful or criminal behaviour, even away from work, may lead to action against you by the Council and/or a referral to the police.
- 1.8 It is your responsibility to read this Code and work in accordance with it. If you are unsure about any aspect, check it with your manager or with HR. Copies of any documents referred to in this Code are available via the intranet or from your manager on request.
- 1.9 This Code applies to all staff including those professionally qualified staff that may be subject to codes of conduct or ethics imposed by their own professional bodies. In the unlikely event of a conflict arising between this Code and an external code or requirement then the officer concerned must raise the matter with their Head of Service or Monitoring Officer as soon as possible.

Warwick District Council Employee Code of Conduct

1.10 This Code forms part of the Constitution of the Council.

2. Working for the public and with other staff

2.1 We are here to serve the people who live in, work in, or visit the District. This requires a positive commitment to public service and putting our customers and the community first. Our services can have a profound effect on the quality of their lives and we have a duty to give our best at all times. They have the right to expect us to be receptive, open, honest, helpful, considerate, responsible, sensitive, and maintain confidentiality.

2.2 You must:

- (a) report any inappropriate behaviour, such as verbal or physical abuse by customers, colleagues or Councillors, to your manager
- (b) never demean, distress or offend the decency of others by, for example:
 - posting or displaying any commentary, content or images which could reasonably be seen by others as discriminatory, defamatory, offensive, pornographic, threatening, harassing, bullying, intimidating, degrading, sexually suggestive or any other inappropriate or insensitive remarks
- (c) follow the Council's Equal Opportunities Policy and must not discriminate against people you meet in the course of your work on any grounds.

You should also be aware of the Council's policy on harassment, and behave in a way that creates an inclusive, open work environment. If you become a victim of harassment in the course of your work you should report this in accordance with the agreed procedure

- (d) never take advantage of anyone, or use your position at work to further any aims that are not related to the Council or which improperly confers an advantage or disadvantage on any person
- (e) never use your work or position at work to further the aims of any political party or political activity
- (f) not use your work to further the aims of any group other than the Council whilst at work, (whether or not the group's ideas are in conflict with Council policies)
- (g) not inappropriately disclose or misuse confidential information that you know about Councillors, customers, staff, contractors, or other organisations working with the Council
- (h) disclose any matter to your manager that it is your duty to report within this Policy
- (i) respect other people, their rights and property

Warwick District Council Employee Code of Conduct

- (j) ensure your conduct does not give anyone any reason to question your motives
- (k) comply with the requirements of Council policies.

2.3 You should:

- (a) meet or exceed established standards of service when dealing with people in person, by phone, letter or e-mail, whether they are customers, colleagues at work, colleagues employed outside the Council or other delegates on a training course. Always be:
 - polite, positive, responsive and considerate. Always take a positive approach in all dealings with our customers
 - as clear as possible about the decisions and actions that we take and the reasons for them
 - accountable to the public, by identifying yourself (with name badges, if issued)
- (b) avoid actions in public areas that may discredit the Council
- (c) maintain a professional approach to your job. Do not let friendships lead to a conflict between your own interests and that of the Council
- (d) treat colleagues with respect, in day-to-day working relationships, in all forms of communication.

3. Management and staff relations

3.1 Working with your manager

- 3.1.1 Your manager is there to support you and give you direction in your work. You are expected to be accountable and show loyalty to the Council and to support its managers and other officers. A climate of mutual confidence, trust and respect between managers and staff is essential to achieving work targets and providing a high quality service.
- 3.1.2 You must carry out all relevant and reasonable instructions that apply to your role.
- 3.1.3 You should work reliably and never neglect your work.

3.2 Working with your staff

- 3.2.1 For the Council, the people it employs make a difference. The Council expects managers to provide staff with clear direction, positive motivation and the opportunity to develop their skills and to jointly deliver quality services to the public.
- 3.2.2 You must:

Warwick District Council Employee Code of Conduct

- (a) manage according to the principles set down in the Council's Policies (in, for example, matters of recruitment, discipline, performance management)
- (b) deal with staff fairly and consistently
- (c) provide your staff with a working environment that is free from any form of unfair discrimination, victimisation, harassment, or hostility
- (d) provide your staff with a safe and healthy working environment.

3.2.3 You should:

- (a) set standards of work, give constructive feedback and advice to staff on performance and, where necessary, on how improvements can be made to working practices to ensure standards are met
- (b) set work priorities for staff in consultation with them
- (c) support and assist staff to carry out their work properly
- (d) be aware and monitor the hours being worked by staff to ensure a consistent work life balance
- (e) develop your staff to meet the current and future needs of the individual, team and service.

4. Working practices

4.1 Health and Safety

- 4.1.1 It is a legal duty to ensure, so far as reasonably practicable, the health, safety, wellbeing and welfare of everyone in the workplace (including members of the public). Therefore, the Council aims to promote a good healthy and safe working environment amongst its staff. You have a responsibility to comply with the Council's Health and Safety Policy and to contribute to a safe working environment. Failure to do so may put you, the public or other staff at risk.
- 4.1.2 All employees have the responsibility to co-operate with supervisors and managers to achieve a healthy and safe workplace and to take reasonable care of themselves and others and, where appropriate, to use safety/protective equipment that is supplied. Whenever an employee, supervisor or manager notices a health and safety problem which they are not able to put right, they must immediately inform their line manager.
- 4.1.3 An employee of Warwick District Council must comply with the safety requirements of any contractor whilst on their premises or on Warwick District Council premises being managed by others. If any employee identifies safety standards which are below those required by Warwick District Council, that employee will first bring them to the attention of the senior person at that location and if the condition is not immediately

Warwick District Council Employee Code of Conduct

rectified, advise their supervisor within Warwick District Council of their intention not to proceed further until rectification has taken place.

- 4.1.4 Where the employee considers there is possible danger to themselves or others, they must not proceed further until the situation, equipment, or machinery has been rendered safe.
- 4.1.5 Each member of staff should have particular regard to Sections 7 and 8 of the Health and Safety at Work (abridged) Act 1974 which places responsibilities on all employees.

4.2 Sickness Absence

- 4.2.1 You must follow the Council's Sickness Absence Policy. You must never claim sick leave when you are not sick.

4.3 Hours and attendance

- 4.3.1 Integrity in attendance at your place of work and reporting absences is critical to the success of Council services. Poor attendance and time keeping increases costs, reduces service levels and undermines the reputation of you and the Council. You should not accrue amounts of flexitime credit or time off in lieu, outside the levels in the relevant policies, unless agreeing this with your line manager first.
- 4.3.2 You must:
 - (a) comply with the time keeping requirements of your job
 - (b) be in your place of work and working when you should be
 - (c) ask your supervisor/manager if you need to take time off (for example, for a doctor's visit)
 - (d) agree with your manager any leave or time off you want in advance.

4.4 Working honestly and with integrity and impartiality

- 4.4.1 We expect you to perform your duties and use the Council's money and resources with honesty and be able to demonstrate this at all times. It is a criminal offence for you to give, receive or ask for any gift, reward or advantage for work done in your official capacity.
- 4.4.2 As a Council employee, you are expected to meet the highest standards of conduct and integrity. These high standards must equally apply, and be seen to apply, in your conduct and relationships with the public. From the way you conduct yourself there should be no reason to suspect you are seeking opportunities for private gain. You must not undertake any private commitments or activities that may reasonably be considered to bring the Council into disrepute or impair your performance or detrimentally conflict with the Council's interests.

Warwick District Council Employee Code of Conduct

4.4.3 Certain posts within the Council are legally designated as politically-restricted. This means that as an employee you would be debarred from any form of political activity as this would be seen to produce conflicts of interest. A list of these posts is published on the intranet together with relevant guidance. You should familiarise yourself with these. You should discuss any concerns you have with your head of service, the Deputy Chief Executive or the Monitoring Officer.

4.4.4 The relationships that the Council has with its partners, contractors, consultants, community groups, suppliers and others, must be managed so that there can be no suspicion of corruption or dishonesty with public money. The Council may require you to complete a declaration of related party transactions and this information could be disclosed in the annual Statement of Accounts.

4.4.5 You must:

- (a) not act corruptly and you must avoid any actions that could be interpreted in this way by others

Examples could include:

- asking or accepting bribes or inducements of any sort
 - seeking or taking any reward or favour for providing Council services apart from your pay
 - taking a reward from anyone who has, or might have a contract with the Council, or work in partnership with it.
- (b) report to your Head of Service, as soon as possible, any offers of money, favours, gifts or hospitality you are offered or receive (even if you refuse them). As an officer you should ensure that these approaches/offers are recorded in line with the Gifts and Hospitality procedure by recording it in the register and that you retain a copy of the necessary declaration for your own records
 - (c) return any gifts and refuse any hospitality your Head of Service says you cannot accept
 - (d) never ask for or accept a gift or tip or 'Christmas box', because:
 - you are already paid for the work you do
 - people may believe they will get better service if they tip well and worse if they do not
 - this is not the basis on which the Council delivers services.
 - (e) not become involved with the making of service users' wills or with soliciting any form of bequest or legacy from a service user

Warwick District Council Employee Code of Conduct

- (f) report to your Head of Service if people you meet through work leave you things in their Will
- (g) not borrow money from, lend money to, sell or dispose of goods belonging to service users
- (h) comply with the Council's Codes of Financial Practice and Procurement Practice. If your job includes making payments or letting contracts, you should make sure you understand the Council's rules
- (i) never obtain Council property or money when you are not lawfully entitled to it (this includes subletting Council property without authority)
- (j) not act fraudulently and you must report any suspicion or evidence of fraud you may have. Fraud happens when someone gets some benefit (usually money or property) through deception. This could include examples of:
 - falsifying documents to claim pay, bonus or sick pay
 - claiming housing benefit (and similar benefits) to which you are not entitled
- (k) serve the people of the District honestly and deal honestly with the Council. This could include examples of:
 - never wilfully withhold any payments owed to the Council (like rent or Council Tax)
 - never make fraudulent claims for public money (like housing benefit or income support)
- (l) inform your line manager in writing of all work undertaken outside of your employment with the Council and declare any actual or potential conflicts of interest between your work, other colleagues and outside activities of yourself and close family.

If your employment with the Council is paid on scale point 32 (or equivalent) and above, you must have written permission from your Head of Service, or if you are a Head of Service from the CMT, prior to commencing any additional employment.

All such work should be recorded on Appendix 2 to this document and issued to your Head of Service (or the CMT) and it will be retained on your personnel file.

You must ensure that any outside work does not affect adversely your work with the Council and that it does not create a conflict of interest with the Council. Your prime loyalty should be to the Council.

Warwick District Council Employee Code of Conduct

- (m) never do private work when you are claiming time for working for the Council
- (n) never abuse your position with the Council to benefit yourself, your family, your friends or any outside organisation or political party. If you live in the District you must not use your working relationships to influence matters such as planning applications or enquiries
- (o) respect Council property or equipment. Take care not to waste, lose or damage it. Do not use Council property and equipment for your own personal benefit. You should use the Council's equipment in accordance with the Council's relevant rules, codes and policies
- (p) obtain written permission for any private use of Council equipment, whether at home or in the Council's offices, as agreed by your manager for use on Council business
- (q) fill in accurately and honestly any document, form or record your managers need for work. Never destroy, damage, alter or falsify any such document or record
- (r) not be involved in the appointment or any other decision relating to the discipline, promotion, pay or conditions of another employee, or prospective employee, who is a member of your family or any person with whom you have a close association.

4.4.6 You should:

- (a) do nothing that could be seen as likely to bias your work, your decisions or your impartiality. Therefore you must be fair and impartial in dealing with all customers, competitors, suppliers, contractors, sub-contractors, partner organisations and sponsors
- (b) be careful about pursuing an association with someone who may benefit from your work for the Council. For example, it is unwise to allow yourself to become indebted to someone who may wish to benefit from your work or position in the Council
- (c) seek prior approval from your Head of Service if you are asked to give lectures, or wish to publish material, inventions or patents, that are related to the work you do with the Council

4.4.7 You must advise your Head of Service in writing if:

- (a) you have links with a group whose aims might be in conflict with Council policy, or involvement with an organisation receiving grant aid from the Council, or involvement with an organisation or pressure group which may seek to influence the Council's policies. This also applies to membership of any organisation not open to the public, with commitment of allegiance and which has secrecy about rules of membership or conduct and which furthers the interests of its members over the interests of others

Warwick District Council Employee Code of Conduct

- (b) you have, or develop a relationship with someone, that might be seen to lead to a potential conflict of interest. This is only necessary where there is likely to be a conflict of interests but could include being someone's landlord, being in debt to someone, having a close personal relationship with a Councillor, client, customer, service user, employee or contractor
- (c) you are offered a job with a competitor organisation, or one we are in partnership with
- (d) you or your close relatives hold any Directorships or positions of influence in any companies linked with the Council.

4.5 Gifts and Hospitality

- 4.5.1 Whenever possible you should always decline, politely, any gifts or hospitality offered to you as a result of your work as an officer. When this is not possible, without causing offence you may accept the gift or hospitality but you must report it to your line manager.
- 4.5.2 Even if you decline or accept an offer you must record all gifts and hospitality considered to be equal to or above the value of £10 that are offered to you in the course of your duties for the Council. These include those from Councillors, contractors, other public bodies, partner organisations, consultants or others with whom you have a business relationship.
- 4.5.3 A central register is kept by the Democratic Services Manager & Deputy Monitoring Officer (and a copy should be provided to HR for inclusion on the employee's personnel file) for recording gifts/hospitality, their value, the person or organisation offering them and whether they were accepted. A form for registering these is attached as Appendix 3 to this document.
- 4.5.4 If you are not sure about how to react to such offers you should seek advice from your line manager or Head of Service.
- 4.5.5 You must:
 - (a) declare any gifts or hospitality in a timely and accurate manner
 - (b) raise any concerns about a potential gift or offer of hospitality with your manager as soon as you become aware of it.
- 4.5.6 Failure to declare any gifts or hospitality in accordance with this Code will be considered a disciplinary offence and one of the sanctions that could be imposed is dismissal.

4.6 Working with sensitive information

- 4.6.1 We expect you to use sensitive information properly and to have due respect for confidentiality. Information gathered while working for the Council, whether held electronically or by other means, should not be used for commercial or personal gain, someone else's gain or otherwise

Warwick District Council Employee Code of Conduct

misused. Due regard needs to be given to the Council's Information Security Policy.

4.6.2 You must:

- (a) not knowingly disclose information given to you in confidence by anyone, or disclose information acquired that you believe is of a confidential nature, including commercially sensitive information, without the consent of the person authorised to give it, or unless you are required by law to do so
- (b) not knowingly prevent another person from gaining access to information to which that person is entitled by law
- (c) know what information the Council treats as confidential and commercially sensitive information. (If in doubt, check with your manager.)
- (d) know who is entitled to have access to what information
- (e) be responsible and professional in using and allowing authorised users access to personal information on clients, customers, staff and others
- (f) use personal information in line with the Data Protection Act 2018 and General Data Protection Regulation
- (g) report to your manager anyone, whether another member of staff, a member of the public or a Councillor, who attempts to put pressure on you for access to information to which they are not entitled.

4.7 Working within the law and the Council's Constitution

4.7.1 The Council expects you to work within the law. Council powers are set by a framework of laws and regulations. In order for its decisions and actions to be held to be reasonable in law, the Council must carry out its business in a way that is rational, proper and fair. Unlawful or criminal behaviour at, or even away from, work may result in a loss of trust and confidence in the employee or the Council.

4.7.2 You must inform your Head of Service in writing immediately if you are charged with or convicted of a criminal offence or receive a caution whilst you are employed by the Council (this includes events having taken place outside of your working hours). The Council would then need to consider whether this charge, conviction or caution could reasonably be considered to bring the Council into disrepute or makes you unsuitable to carry out your job. Whilst not an exhaustive list, examples would include:

- submitting false or fraudulent claims to the Council or other public bodies (for example, income support, housing or other benefit claims)

Warwick District Council Employee Code of Conduct

- breaching copyright on computer software or published documents
- offences against children and/or sexual or violent in nature that may render you unfit to work with children or vulnerable adults
- crimes of dishonesty that render you unfit to hold a position of trust.

4.7.3 The Constitution sets out how the Council operates, how decisions are made and the procedures that are followed to ensure that these are efficient, transparent and accountable to local people. Whilst you should have a general awareness of the Constitution the areas that you are expected to have a good knowledge of are the Code of Financial Practice and Code of Procurement Practice. The Code of Financial Practice provides the framework for managing the Authority's financial affairs and applies to every member and officer of the Authority and anyone acting on its behalf.

4.7.4 Breaches of financial rules are taken seriously and the Head of Finance is responsible for reporting breaches of these rules to the Council and/or Executive.

4.7.5 You must:

- (a) have an understanding of the Code of Financial Practice that is appropriate to your job
- (b) complete any financial work in accordance with the Code of Financial Practice
- (c) inform your Head of Service, the Head of Finance or the head of Internal Audit immediately if you become aware of any breach of the Code of Financial Practice or if you suspect any breach may have occurred.

4.8 Working with Councillors

4.8.1 Councillors expect staff to contribute to proper and effective working relationships with them. You serve the Council as a whole – all Councillors – and not just those of any particular group. You must ensure that the rights of Councillors are respected. You must maintain political neutrality at work and be seen to be impartial.

4.8.2 Close personal familiarity between individual Councillors and officers can damage this relationship and give rise to the appearance of improper conduct. Generally, a close relationship between a Councillor and member of staff is incompatible with the high standards of public life that the Council is promoting. If such a relationship exists or begins to develop you must discuss this as soon as practicably possible with your Head of Service.

4.8.3 You must:

Warwick District Council Employee Code of Conduct

- (a) serve all Councillors impartially and professionally, not just those of a particular political group
- (b) do nothing to disrupt Council meetings
- (c) dress and behave with appropriate formality at official events and meetings
- (d) deal with Councillors' enquiries efficiently and within the agreed timescales
- (e) disclose to your Head of Service any family, business or close personal relationships with Councillors
- (f) report to your Head of Service any time a Councillor asks or pressures you to deal with a matter outside of Council procedure or policy
- (g) not seek to influence Councillors prior to any appointment
- (h) not canvass Councillors on individual employment-related matters for which there are Council approved procedures (for example, in matters of recruitment, discipline, unsatisfactory performance, terms and conditions of employment)
- (i) report any claims or allegations about other staff to an appropriate manager, and not to Councillors
- (j) not take advantage of your status as a Council employee to gain privileged access to a Councillor to advance your interests or views as a resident of the District. This is especially important in matters such as planning applications and enquiries.

4.8.4 You should:

- (a) not permit your own personal or political opinions or preferences to interfere with your work or working relationships with Councillors
- (b) report to your Head of Service if you have concerns that a Councillor's conduct or treatment of staff is inconsistent with Council policies.

4.8.5 Extensive guidance to Members and officers of the Council in their relations with one another is set out in the Member/Officer Protocol, and the Employee Code of Conduct should be read in conjunction with that protocol.

4.9 Managing contact with the Media

4.9.1 The Council expects staff to promote the policies and reputation of the Council and act as ambassadors. Contact with the press and media is conducted through the Media Team. This protects individual employees from unwanted media attention and allows the Council to manage its

Warwick District Council Employee Code of Conduct

reputation properly. Relations with the media require specific skills and expertise and staff should not discuss Council business with the media without their Head of Service's prior permission, unless you act as spokesperson for one of the Council's recognised trade unions in pursuit of legitimate industrial relations activities.

4.9.2 Staff must comply with the Council's Media Policy.

4.9.3 You must:

- (a) get permission from your Head of Service to speak, write, or give interviews to the media whilst representing the Council
- (b) never bring the Council's name into disrepute in any other way through the press and other media
- (c) never bring the Council into disrepute by publicising material that is confidential, or against the interests of the Council, or its employees
- (d) not leak information to the press and media except within the exclusions provided strictly by the Council's Whistleblowing Policy
- (e) refer enquiries from the media to the Media Team in the first instance.

4.10 Reporting Improper Conduct – The Confidential Reporting Policy

4.10.1 We are committed to preventing any malpractice, fraud, corruption and any other actions that are illegal or not in the best interests of the Council's customers. The people of the District expect and deserve the highest standards of public service and we rely on all staff to play their part. You have a duty to report any reasonable suspicions of malpractice, fraud, poor practice or illegal activities. We have a duty to act on any information from whistle-blowers and to protect you if you speak out. The Council's whistleblowing policy sets out the reporting process.

4.10.2 All managers have an absolute duty to act on employees' legitimate concerns. Failure to do so will be a disciplinary matter. Victimising staff that raise legitimate concerns or deterring someone from speaking out about fraud or abuse will be treated as a serious disciplinary offence. The detail of this is included with the Council's Disciplinary Policy.

4.10.3 The Council will:

- (a) take you seriously when you come forward and act in a fair and reasonable manner to tackle any impropriety that is found to have taken place
- (b) do everything reasonably possible to support you and protect you from reprisals
- (c) do everything reasonably possible to protect your confidentiality

Warwick District Council Employee Code of Conduct

- (d) tell you what action is being taken.

4.10.4 You must:

- (a) know what practices are acceptable and which are not (as set out in this Code and the Whistleblowing Policy) – check with your manager if you are unsure
- (b) report immediately any irregularities, malpractice, illegal or fraudulent activity, or any abuse or suspected abuse, either of staff or customers
- (c) immediately report any matters that you feel have not been properly dealt with
- (d) provide any evidence or relevant information you have
- (e) report any concerns about corrupt or improper conduct by others to your line manager, in the first instance. If you do not feel able to approach your line manager, you should report your concerns to your Head of Service or the Chief Executive, the Council's Monitoring Officer or the Audit and Risk Manager.

You also have the right to raise concerns about financial malpractice with the Council's External Auditors as set out in the Whistleblowing Procedure

- (f) never abuse this process by raising allegations that are known to you to be unfounded. This will be considered as a disciplinary matter.

4.11 Gross misconduct

4.11.1 The Council will apply this Code of Conduct consistently and fairly. It is a public document and is distributed to all staff. Any breaches of the Code may result in disciplinary action which could result in your dismissal.

4.11.2 Some breaches (known as gross misconduct) could potentially be deemed serious enough to justify the Council in dismissing staff for a first offence, and without notice. The examples of gross misconduct below are given so that you can judge what could potentially compel the Council to dismiss you. This is not a complete list, since each case will be decided on their individual facts and circumstances.

4.11.3 For illustrative purposes only, these are examples where the Council will consider dismissing you for gross misconduct:

- (a) conceal any matter that you should report in line with Council Policies
- (b) disclose any matter that you should keep confidential
- (c) succeed in getting a job by lies or deception

Warwick District Council Employee Code of Conduct

- (d) commit any acts of discrimination, harassment or victimisation
- (e) threaten, fight with, or assault anyone
- (f) steal or take or damage things that belong to someone else and/or the Council
- (g) seriously demean or offend the decency of others
- (h) act in a way that resulted, or would have resulted, in injury or danger to yourself or others
- (i) undertaking private work when you are claiming time for working for the Council
- (j) breach financial regulations or standing orders
- (k) refuse to make or abide by an agreement to repay any debt you owe to the Council
- (l) break a law at/or away from work which makes you unsuitable for the work you do or would damage, or could potentially damage, public confidence in the Council
- (m) obtain Council services, property or money by fraud (for example, falsify timesheets)
- (n) submit false or fraudulent claims to the Council or other bodies (for example, income support claims, housing or other benefit claims)
- (o) ask for or accept bribes, gifts or favours
- (p) disrupt Council meetings
- (q) discriminate against another person, in conflict with the Council's Equal Opportunities Policy.

NB: This list is not exhaustive

4.12 Working with External Organisations

- 4.12.1 Members of staff become involved in external organisations from time to time. This can result from being appointed by the Council as its representative or by other means. Examples of such organisations could be working groups such as the West Midlands Information Governance Forum or the local crime and disorder reduction partnership.
- 4.12.2 Staff must be careful about any conflict of interest that may result. These can often occur where an officer's role overlaps with the interests of another organisation.

Warwick District Council Employee Code of Conduct

Particular care is needed in relation to executive positions in external organisations such as trusteeships, or various offices such as Chairman, Treasurer or Secretary.

- 4.12.3 The Council's protocol on partnerships and other external organisations provides advice for the conduct of members and officers when representing the Council on external partnerships and other organisations.
- 4.12.4 The Council's policy is for such executive appointments to be avoided where there is any possibility of a conflict of interest. Staff must take advice from their Head of Service if they are in doubt.
- 4.12.5 All appointments must be approved by your Head of Service and who will ensure they are recorded centrally with the Democratic Services Manager.
- 4.13 All employees must follow the Council agreed guidelines for volunteering to work on a recognised WDC project/event including elections and referendums.

5. Guidance notes on the declaration of pecuniary and personal interests

5.1 Introduction

- 5.1.1 The Code of Conduct covers all employees working under a contract of employment within Local Government, including session workers and casuals. Some of the issues covered by the Code may affect senior, managerial and professional employees more than it may others.

5.2 Advice

- 5.2.1 You should not maintain outside interests that are to the detriment of your work with the Council or that conflict with your employment/position within the Council.
- 5.2.2 If you are in doubt as to whether or not you have specific outside interests which should be declared, you should contact your manager in the first instance or your Head of Service. If you do not wish to discuss these issues with your manager, you should contact HR.
- 5.2.3 Shareholders (Part B, Question 1.2 of the declaration form) – you are only required to declare shareholdings that could be directly related to your work, for example, shareholdings that provide a measure of control of a company which has dealings with the Council, or shareholdings, the value of which might be affected by Council work in which you are involved.
- 5.2.4 Grant Aid/Professional Bodies (Part B, Question 1.3 of the declaration form) – where you are involved either yourself in the running of a group or organisation as a Committee member, or involved in the decision-making process, then you should declare this only if it has a clear impact

Warwick District Council Employee Code of Conduct

on your area of work and conflicts with the Council's interests. If you are in any doubt about this you must discuss it with your manager.

- 5.2.5 Membership of Clubs, Associations and Societies (Part B, Question 2 of the declaration form) – this includes special interest societies, charities, groups that are grant-aided by the Council and pressure groups. This includes declaring any membership of organisations not open to the public, with commitment of allegiance, which has secrecy about rules of membership or conduct and which furthers the interests of its members over the interests of others. These need only be declared where there may be a direct impact on your area of work with the Council.
- 5.2.6 Professional Bodies (Part B, Question 3 of the declaration form) – if you are asked to do work and intend to use information relating to the Council for a group or organisation of which you are a member, you should declare your membership.
- 5.2.7 Housing Association/Tenants' Residents' Association (Part B, Question 5 of the declaration form) – if you are a Committee member of a Council Tenants' or Residents' Association, you should declare your membership where there may be direct impact on your area of work.
- 5.2.8 Trusts (Part B, Question 6.2 of the declaration form) – if you are a member of a charitable Trust or have any other interest you only need to declare it where there may be a direct impact on your area of work.
- 5.2.9 Recruitment of Relatives (Part V, Question 7 of the declaration form) – the term "associated with" includes spouse, partner, close family members, e.g. mother, father, sister, brother and other persons with whom you have a close personal relationship.
- 5.2.10 You must declare any contract that you or your spouse/partner – or the both of you – have with regard to the provision of a service or the supply of goods/assets to the Council, such as the lease of land or property to the Council.

5.3 Completing the Declaration Form

- 5.3.1 Please read the Code of Conduct carefully and consider whether you have any external interests that may need to be declared. If you are in any doubt about whether you should declare a specific matter, it is recommended that you declare it.

5.3.2 New Employees and those accepting new Contracts of Employment:

All newly appointed staff and existing staff accepting new contracts of employment will be required to complete a declaration of interests form as a condition of appointment.

This requirement will be publicised in the recruitment documentation sent to applicants. All staff will be required to declare interests before taking up their posts.

5.4 Completed Declaration Forms

- 5.4.1 Once you have completed the Code of Conduct declaration form, you should forward it to your Head of Service for review and approval. It should then be forwarded to HR who will retain it on your personnel file and also store it on a central register that is kept by the Democratic Services Manager and Deputy Monitoring Officer. The information you give is strictly confidential.

5.5 Failure to declare/follow the Code

- 5.5.1 If you fail to return a declaration form, it will not, in itself, constitute a disciplinary offence. However, should a relationship or other issue emerge which was relevant and this has not been declared as set out in this Code, non-declaration might be taken as evidence of misconduct or gross misconduct which could potentially result in disciplinary action being taken against you.
- 5.5.2 Failure to follow the Code in any aspect may also be raised in disciplinary action being taken against you for a breach of the Council's rules or procedures.
- 5.5.3 The above instances may constitute a criminal offence under Section 117 of the Local Government Act 1972. Criminal sanctions may apply where an abuse of position has occurred as a result of a Council contract or where an employee or their relatives have gained pecuniary advantages.
- 5.5.4 In the case of someone wishing to complain about the conduct of an employee they should address their complaint to the relevant line manager or head of service and it would be for that Head of Service to determine, following an investigation in line with the Council's complaints policy, whether the employee contravened the Code.

5.6 Inspection of Information

- 5.6.1 Your declaration form will not normally be open for inspection to anyone, other than by your line manager, HR, or an officer undertaking an investigation into your conduct in line with agreed policies.
- 5.6.2 By completing a declaration form, this will not in itself represent any form of sanction or approval by the Council of the contents of the declaration.

5.7 Amending Declaration Forms

- 5.7.1 If your circumstances alter and you wish to amend or review a declaration form, or view your personnel file, please contact HR.

5.8 Confidentiality

- 5.8.1 The information given on the declaration form is given in the strictest confidence and must not be divulged inappropriately and inappropriate divulgence may result in disciplinary action being taken.

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Committee for Standards in Public Life:

The Seven Principles of Public Life (Revised January 2013)

Principle	Revised description
<i>Preamble</i>	The principles of public life apply to anyone who works as a public office-holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the civil service, local government, the police, courts and probation services, NDPBs, and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also have application to all those in other sectors delivering public services.
<i>Selflessness</i>	Holders of public office should act solely in terms of the public interest.
<i>Integrity</i>	Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
<i>Objectivity</i>	Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
<i>Accountability</i>	Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
<i>Openness</i>	Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
<i>Honesty</i>	Holders of public office should be truthful.
<i>Leadership</i>	Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

**CODE OF CONDUCT FOR EMPLOYEES OF
WARWICK DISTRICT COUNCIL:**

Declaration form

- (i) This form must be completed by all new employees on joining the Authority.
- (ii) This form must be completed and signed by all employees in politically restricted posts. Other staff must complete this form if there is any matter which they are required to declare.

Please read the Code of Conduct for Council Staff and associated Guidance Notes on the declaration of pecuniary and personal interests before completing this form.

Please print clearly in black ink

Name: _____

Work Address: _____

Section: _____

Telephone Number: _____

PART A

1. Employment

1.1 I am/will be employed by the Council as:

(If you have more than one job in the Council, please list all those jobs)

1.2 I also work as:

Employer's name and nature of business:

1.3 I am also self-employed as:

I trade under the following names:

PART B: Personal Interests of Employee

1. Financial interests

1.1 Directorships: If these interests are unlikely to have a direct impact on your area of work, you do not need to identify them.

I, or my close relative, (wife, husband, partner, parent, child, for example) hold the following Directorships in the following companies:

1.2 Shareholdings: If these interests are unlikely to have a direct impact on your area of work, you do not need to identify them.

I, or my nominees, own shares in the following companies:

1.3 Grant Aid/Professional Bodies: If these interests are unlikely to have a direct impact on your area of work, you do not need to identify them.

I have recently applied or intend to apply for a grant on my own behalf from the Council.

Yes / No

If 'YES' specify nature and amount.

A group or organisation in which I am involved in the running (and in the decision-making process) has applied for and/or intends to apply for a grant from the Council.

Yes / No

If 'YES' specify nature, amount and your position in group/organisation.

2. Clubs, Associations and Societies: If these interests are unlikely to have a direct impact on your area of work, you do not need to identify them.

I have a personal interest in or membership of the following clubs, associations or societies which has the potential to conflict with the interests of the Council:

Warwick District Council Employee Code of Conduct

3. Professional Bodies: If these interests are unlikely to have a direct impact on your area of work, you do not need to identify them.

I am involved in the decision-making process of the following bodies:

(Please state name and nature of any professional body/bodies in which you are a member).

4. Select Societies: If these interests are unlikely to have a direct impact on your area of work, you do not need to identify them.

I have a personal interest in/or membership of the following societies:

(Please state name and nature of any select societies in which you have a personal interest/membership).

Please state in what capacity you are a member:

5. Housing Association: If these interests are unlikely to have a direct impact on your area of work, you do not need to identify them.

5.1 I am a member or office holder of a Housing Association with properties in the District.

Yes / No

If 'YES' specify names, registered offices and capacities:

5.2 I am a member or office holder of a Tenants'/Residents' Association in the District.

Yes / No

If 'YES' specify names of Associations:

Warwick District Council Employee Code of Conduct

6. Other Interests: If these interests are unlikely to have a direct impact on your area of work, you do not need to identify them.

- 6.1 I, or my partner, are associated with a limited company or unincorporated business.

Yes / No

Specify nature of Associations:

- 6.2 I am involved in the decision-making process of a charitable Trust

Yes / No

If 'YES' specify which Trust and nature of relationship with the Trust:

- 6.3 I have another interest which may impact on my work.

Yes / No

Please specify:

The Council encourages voluntary work, public duties and activities in support of the local community and employee involvement in these areas is welcomed and supported.

- 6.4 I have been appointed by a Government Minister as a member of a statutory undertaking or other bodies which is constituted in order to discharge or assist in discharging a statutory function.

Yes / No

If 'YES' specify bodies:

- 6.5 I am a Councillor in a Local Authority.

Yes / No

If 'YES' specify which authority and office/title held:

Warwick District Council Employee Code of Conduct

- 6.6 I am a co-opted member of a Local Authority Committee, Sub-Committee or similar body.

Yes / No

If 'YES' please specify:

- 6.7 I am a member of a school governing body and/or am on the controlling body of a parent/teachers association.

Yes / No

If 'YES' specify which association:

- 6.8 I am a Board member of a Hospital Trust/Health Authority.

Yes / No

If 'YES' specify Hospital Trust/Health Authority:

- 6.9 I serve as a Magistrate.

Yes / No

If 'YES' specify which Court:

7. Recruitment of Relatives

Are you related to, or have an association with, a Member of the Council or anyone working for the Council? The term 'associated with' includes spouse, partner, close family members (mother, father, sister, brother, for example) and other persons with whom you have a close personal relationship.

Yes / No

If 'YES' specify name and work area:

Warwick District Council Employee Code of Conduct

Declaration

Please see Guidance Note for Staff re: inspection of information (Paragraph 5.6).

I declare that I have read the Code of Conduct for Council Staff and associated Guidance.

Notes on declaration of pecuniary and personal interests and to the best of my knowledge and belief, the answers given above are truthful, accurate and complete. I undertake to inform my Head of Service of any change to these answers within 28 days of that change taking place.

Signed (Employee):_____ **Date:**_____

Signed (Line Manager):_____ **Date:**_____

When completed, please return this form to HR Support.

FOR OFFICE USE

Date received:

APPENDIX 3

**WARWICK DISTRICT COUNCIL
REGISTER OF HOSPITALITY, GIFTS OR EMPLOYEE INTERESTS**

Officer's name	
Service Area	

HOSPITALITY AND GIFTS

Date	
Received from	
Given to or received by	
Type of gift/Nature of Hospitality	
Action taken (Accepted/Refused/Passed to charity/and so on.)	
Relevant circumstances/comments:	

APPROVAL

Signature of Employee	
Signature of Head of Service, Deputy Chief Executive or Chief Executive	
Date	

When completed, please return this form to the Democratic Services Manager and email a copy to HRsupport@warwickdc.gov.uk for inclusion on your personnel file.

FOR OFFICE USE

Date received:

Employment Committee

Minutes of the meeting held on Wednesday 22 January 2020 at the Town Hall, Royal Leamington Spa at 6.00pm.

Present: Councillor Margrave (Chairman); Councillors Day, Hales, Kohler, Mangat, Tangri, and Tracey.

31. **Apologies and Substitutes**

- (a) Apologies for absence were received from Councillors B Gifford, Kennedy and Wright; and
- (b) there were no substitutes.

32. **Declarations of Interest**

There were no declarations of interest made.

33. **Appointment of Sub-Committee for the Recruitment of Head of ICT**

The Committee was asked to appoint five Councillors from the Employment Committee to form a sub-committee. This sub-committee had to be politically proportionate and consist of two Members of the Conservative Party Group; and one Member each from the Liberal Democrat, Green and Labour Party Groups.

The sub-committee would meet on dates as follows:

- (a) 8.00am on 13 March 2020, morning meeting only, to undertake Stage 1 shortlisting for final interviews for the vacancy of Head of ICT; and
- (b) 18 March 2020, all day meeting, to undertake Stage 2 final interviews for candidates for the vacancy of Head of ICT.

Resolved that the sub-committee to for the selection and recruitment of the Head of ICT be Councillors Day, Hales, B Gifford, Mangat; and Tangri.

(The meeting ended at 6.15 pm)

CHAIRMAN
15 September 2020

Employment Committee

Minutes of the remote meeting held on Thursday 7 May 2020 at 6.00pm, which was broadcast live via the Council's YouTube Channel.

Present: Councillor Margrave (Chairman); Councillors Day, B Gifford, Hales, Kennedy, Kohler, Mangat, Tangri, Tracey and Wright

34. **Apologies and Substitutes**

- (a) No apologies for absence were received
- (b) There were no substitutes.

35. **Declarations of Interest**

There were no declarations of interest made.

36. **Appointment of Sub-Committee for the Recruitment of Programme Director for Climate Change**

The Committee was asked to appoint five Councillors from the Employment Committee to form a sub-committee. This sub-committee had to be politically proportionate and consist of two Members of the Conservative Party Group; and one Member each from the Liberal Democrat, Green and Labour Party Groups.

It was proposed by Councillor Kohler, duly seconded by Councillor Hales; and

Resolved that the sub-committee for the selection and recruitment of the Programme Director for Climate Change be Councillors Day, Hales, Kennedy, Kohler; and Mangat.

(The meeting ended at 6.06 pm)

CHAIRMAN
15 September 2020

Employment Committee

Minutes of the remote meeting held on Tuesday 9 June 2020 at 6.00pm, which was broadcast live via the Council's YouTube Channel.

Present: Councillors; Day, B Gifford, Cullinan, Hales, Jacques, Kennedy, Kohler, Margrave, Tangri, Tracey, and Wright.

1. **Apologies and Substitutes**

- (a) There were no apologies for absence; and
- (b) Councillor Cullinan substituted for Councillor Mangat.

2. **Declarations of Interest**

There were no declarations of interest made.

3. **Appointment of Chairman of the Committee**

It was proposed by Councillor Day, seconded by Councillor Gifford; and

Resolved that Councillor Margrave be appointed Chairman of the Committee for the ensuing municipal year.

(The meeting ended at 6.06pm)

CHAIRMAN
15 September 2020

Employment Committee

Minutes of the remote meeting held on Wednesday 5 August 2020 at 5.00pm, which was broadcast live via the Council's YouTube Channel.

Present: Councillor Margrave (Chairman); Councillors Day, B Gifford, Hales, Jacques, Kennedy, Kohler, Mangat, Tangri, Tracey, and Wright.

4. **Apologies and Substitutes**

- (a) there were no apologies for absence; and
- (b) there were no substitutions made.

5. **Declarations of Interest**

There were no declarations of interest made.

6. **Recruitment to Head of Service Roles - Update**

The Committee considered a report from Human Resources which provided a further update regarding recruitment of Head of Service roles as part of Local Government Structure in Warwickshire and to assist with the financial pressures that both Stratford-on Avon District Council (SDC) and Warwick District Council (WDC) were facing as a result of the COVID-19 pandemic.

In the report to Executive July 2020, it was identified that there were a number of joint working arrangements already in place between SDC and WDC. The principles associated with the successful appointment of the shared Information Governance Officer post were being used for learning and review in the proposals put forward.

There were currently the following Senior Management Team vacancies across the two authorities:

- Head of ICT - it was proposed to recruit to this role immediately as a shared post across both Councils. The post-holder would manage the ICT teams in both Councils, with a clear remit around transformation. This would follow the guidelines for Head of Service recruitment process and a sub-committee would be appointed for shortlisting on the 15 September and a final interview on 24 September. Options for SDC Members to be included in the recruitment process had been reviewed and agreed to be incorporated as a stakeholder group as part of the first stage interview on 10 September, providing feedback to the shortlisting panel 15 September but with no decision making responsibilities as per the recruitment guidelines, with reciprocal arrangements for WDC;
- Head of Neighbourhood Services - it was proposed to extend the remit of the existing role at SDC to incorporate the responsibilities of this vacancy at WDC. Discussions would be taking place to consider a phased approach to managing these key areas; and

- Head of Development Services - it was proposed to immediately recruit to this role on an interim basis for one year and appoint a sub-committee for Head of Service recruitment for shortlisting on 8 September 2020 and a final interview on 15 September. Further development of joint working around the local plan would be a key part of the development of this area.

A vacancy at SDC for a Head of Finance, currently occupied by an interim appointment, would be addressed jointly after the budget setting process for 2021/2022 was complete, as would other portfolio areas across both Management Teams.

There would remain one employer for these roles to ensure a distinction between line reporting and performance management responsibilities. Contracts for these roles were being developed to ensure governance and accountability. The sharing of the posts in this way could be achieved through agreement under s113 of the Local Government Act 1972 which enabled the officers to work and take decisions for that authority while being paid by another council. This decision had been agreed at SDC in July 2020 and was included on the WDC council for 5 August 2020.

The Head of People and Communications confirmed that whilst the breadth of the Heads of Service roles had increased because they would be acting for two Authorities, the salary would not change because it was felt that the roles were attractive and good opportunities.

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

Resolved that

- (1) The sharing of Senior Management Team (SMT) posts Head of Service ICT (WDC Post) and Neighbourhood Services (SDC Post Head of Community and Operational Services) be approved; and
- (2) The sub-committees of five Councillors (comprising of two Conservative Councillors and one each from the Liberal Democrat, Green and Labour Groups) be as follows:
 - a. Head of Service ICT appointment 15.9.20 (AM) and 24.9.20: Councillors Day, Hales, Kohler, Tangri and Mangat; and
 - b. Head of Service Development Services appointment 8.9.20 (AM) and 15.9.20 (PM): Councillors Day, Hales, B Gifford, Kennedy and Mangat.

(The meeting ended at 5.12pm)

CHAIRMAN
15 September 2020

Employment Sub-Committee

Minutes of the meeting held on Friday 13 March 2020 at Riverside House, Royal Leamington Spa at 8.30am.

Present: Councillors Day, B Gifford, Hales, Mangat and Tangri.

1. Apologies

There were no apologies made.

2. Appointment of Chairman

It was proposed by Councillor Hales, duly seconded by Councillor Day; and

Resolved that Councillor Gifford be appointed Chairman of the Sub-Committee until its dissolution following the successful appointment to the vacancy of Head of Service, ICT.

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 - 8	1	Information relating to an individual
5 - 8	2	Information which is likely to reveal the identity of an individual.

5. Vacancy – Head of Service, ICT

Resolved to shortlist two candidates for the vacancy for the Head of Service, ICT.

6. Meeting Adjournment

The Chairman adjourned the meeting until 9.00am on Wednesday 18 March 2020.

(The meeting was adjourned at 8.45am)

Resumption of the adjourned Employment Sub-Committee meeting held on Wednesday 18 March 2020 at Riverside House, Royal Leamington Spa at 9.00am.

Present: Councillor B Gifford (Chairman); Councillors Hales, Mangat and Tangri.

The Chairman confirmed with Members that the position on declarations of interest declared at the beginning of the meeting held on Friday 13 March 2020 still stood and he affirmed that the meeting was still in confidential session.

7. **Apologies**

An apology for absence was received from Councillor Day.

8. **Vacancy – Head of Service, ICT**

The panel reviewed the presentations and interviewed the two candidates who had been shortlisted in the meeting held on Friday 13 March 2020.

Resolved not to appoint either candidate to Head of Service, ICT.

(The meeting ended at 1.00 pm)

CHAIRMAN
15 September 2020

Employment Sub-Committee

Minutes of the remote meeting held on Tuesday 28 April 2020 via Webex at 9.30am.

Present: Councillors Day, Hales, Kennedy, Kohler and Mangat.

1. Apologies

There were no apologies made.

2. Appointment of Chairman

It was proposed by Councillor Day, duly seconded by Councillor Hales; and

Resolved that Councillor Mangat be appointed Chairman of the Sub-Committee until its dissolution following the successful appointment to the vacancy of Programme Director for Climate Change.

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 - 8	1	Information relating to an individual
5 - 8	2	Information which is likely to reveal the identity of an individual.

5. Vacancy – Programme Director for Climate Change

Resolved to shortlist three candidates for the vacancy for Programme Director for Climate Change.

6. Meeting Adjournment

The Chairman adjourned the meeting until 9.00am on Wednesday 13 May 2020.

(The meeting was adjourned at 11.30am)

Resumption of the adjourned Employment Sub-Committee remote meeting held on Wednesday 13 May 2020 via Webex at 9.00am.

Present: Councillor Mangat (Chairman); Councillors Day, Hales, Kennedy, and Kohler.

The Chairman confirmed with Members that the position on declarations of interest declared at the beginning of the meeting held on Tuesday 28 April 2020 still stood and she affirmed that the meeting was still in confidential session.


7. **Vacancy – Programme Director for Climate Change**

The panel reviewed the presentations and interviewed the three candidates who had been shortlisted in the meeting held on Tuesday 28 April 2020.

Resolved to offer the position of Programme Director for Climate Change to Mr Dave Barber.

(The meeting ended at 1.30 pm)

CHAIRMAN
15 September 2020

 Employment Committee 15.9.20		Agenda Item No. 5
Title	People Strategy Update	
For further information about this report please contact	Tracy Dolphin - HR Manager Tracy.dolphin@warwickdc.gov.uk Tel: 01926456350	
Wards of the District directly affected	None	
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?	No	
Date and meeting when issue was last considered and relevant minute number	June 2020	
Background Papers	None	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	13.8.20	Chris Elliott/Andrew Jones/Bill Hunt
Chief Executive	13.8.20	Chris Elliott
Section 151 Officer	13.8.20	Mike Snow
Monitoring Officer	13.8.20	Andy Jones
Finance	13.8.20	Mike Snow
Portfolio Holder(s)	13.8.20	Andrew Day
Consultation & Community Engagement		
This is the People Strategy Update for the last quarter and describes highlights discussed at SMT and People Strategy Steering Group prior to Employment Committee. Unions are also consulted to provide any comments.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 This report is an update on progress made on areas of the People Strategy as discussed at the People Strategy Steering group (PSSG) and policy updates.

2. **RECOMMENDATION**

- 2.1 That Employment Committee note the update of the Apprenticeship scheme (Appendix 1)
- 2.2 That Employment Committee approve the amendment to the Hay Panel Appeal process by replacing the Appeals panel with independent external verification.

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 The purpose of the People Strategy is to support the Council's Fit for the Future programme of work. Its aim is to ensure that the approaches to resourcing, learning and development, cultural change and organisational development are designed to deliver the workforce that the Council requires. The People Strategy Action Plan underpins the People Strategy and reports progress to SMT, CMT, People Strategy Steering Group and Employment Committee.

Apprenticeship Scheme. An update in relation to the Apprentice Cohort is provided in Appendix 1. Whilst we are anxious to provide opportunities within the community and are still actively recruiting a number of new apprentices this has been limited for the time being in order to enable us to review our processes to ensure we are able to continue to provide a high quality working and learning experience and support in new ways.

- 3.3. After a review of the HAY appeals process it is proposed to continue to provide the opportunity for staff/managers to appeal a grade based on the existing criteria. The amendment is to HAY Appeals Panel which at present includes an external HR consultant specialist in HAY, a Councillor representative trained in HAY and Unison representation. Moving to an external verification through Korn Ferry, the providers of the HAY evaluation scheme will ensure a reduction in time for the staff member to wait for an outcome, is more cost effective and lessens the emotional impact of the staff member defending their role, rather than as the appeal is based, the post. This also reflects the Officer Employment Procedure rules, within the Constitution. Unions are fully supportive of this amendment.

4. **POLICY FRAMEWORK**

4.1 **Policy Framework**

Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects. The actions from the People Strategy are one of those key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council’s FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Becoming a net-zero carbon organisation by 2025 Total carbon emissions within Warwick District are as close to zero as possible by 2030 Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
Impacts of Proposal		
The proposal considers areas to support health and well-being together with engagement and communications	Link to our customers and the recognition of how we impact on our communities through our people.	The proposal considers areas to support employment e.g. apprenticeships
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers’ needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
The themes from the strategy support training engagement and skills. Policies are updated to	Constant improvement in our through digital provision. Monitoring of MI	Value for money in how we attract procure training and deliver through different

reflect ongoing legislation and the changes in the organisation.	information to review data trends	channels.
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4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies and the relevant ones for this proposal are explained here.

4.2.1 People Strategy

The People Strategy outlines the future needs of our workforce to enable us to attract, recruit and retain the right people; provide the development they need to allow them to grow and progress; manage potential and plan for the future. The way in which we lead and support our people is key to the successful delivery of quality services.

5. **BUDGETARY FRAMEWORK**

- 5.1 Should there be initiatives identified beyond the existing budgets then a case can be made for further funding to support.

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

- 6.1 None considered

7. **RISKS**

- 7.1 There is significant risk to the delivery of the Council's FFF programme by not reviewing the areas highlighted in the People Strategy.

8. **BACKGROUND**

- 8.1 The People Strategy Steering Group comprises of Members - Cllr Falp, Cllr Wright, Cllr Mangat, Cllr Margrave and Cllr Gifford supported by the Chief Executive, Heads of Service from Culture, Neighbourhood Services, Housing, the Head of People and Communications and HR Senior Business Partners.
- 8.2 The Steering Group meets quarterly prior to Employment Committee/SMT and reviews successful work completion, plans in progress, including Covid-19 and areas to highlight for discussion.

Appendix 1 – Apprenticeships Update

The 8 apprentices funded from the Corporate Programme are detailed below:

Title	Qualification undertaken	Service Area	Cost	Training Duration
2018 Apprentices				
Data Analyst Apprentice	L4 Data Analyst	Chief Executive	£15,000	24 months
Building Control Apprentice	L3 Business Admin	Development Services	£5,000	24 months
Democratic Services Apprentice	L3 Business Admin	Democratic Services	£5,000	18 months
Construction and Surveying Apprentice	L4 Construction and Surveying	Chief Executive	£9,000	24 months
Construction and Surveying Apprentice	L3 Construction and Surveying	Chief Executive	£9,000	24 months
AAT Apprentice	L2 & 3 AAT	Finance	£8,000	36 months
Apprentice - Licensing	L3 Business Admin	HCP	£5,000	18 months
Apprentice – Arts and Events	L3 Events Assistant	Cultural Services	£9,000	18 Months

Apprentices funded by Service Areas

Title	Qualification undertaken	Service Area	Cost	Training Duration
Customer Service Apprentice	L2 Customer Service Practitioner	Finance	£4,000	18 months
Revenue Apprentice	L3 Business Admin	Finance	£5,000	18 months
Revenue Apprentice	L3 Business Admin	Finance	£5,000	18 months

Current Recruitment

We are seeking 4 apprentices' in the following areas with a potential for a further apprentice in digital marketing imminently upon approval.

Post Title	Training	Service Area	Cost	Training Duration
Apprentice – Project Management	L4 Project Management Qualification	Neighbourhood	£6,000	24 months
Apprentice – Business Administration – Culture	L3 Business Administration	Cultural Services	£5,000	18 Months
Apprentice – Business Administration – FAST Team	L3 Business Administration	Finance	£5,000	18 Months
Apprentice – Business Administration - Revenues	L3 Business Administration	Finance	£5,000	18 Months

Apprenticeship Training Funded by Government Levy

Post Title	Training	Service Area	Cost	Training Duration
Principal Accountant (Housing)	L7 CIMA	Finance	£20,200	24 months
Discharge of Conditions Officer	L7 Planning Degree University of Birmingham	Development Services	£20,000	36 months
Development Monitoring Officer	L7 Planning Degree University of Birmingham	Development Services	£20,000	36 months
Assistant Building Consultant	L7 Building Control Degree Wolverhampton University	Development Services	£24,000	36 months
Internal Audit	L7 Internal Auditing	Development Services	£17,000	36 months

Note we receive £55,000 of Levy Training funding each year but the Government tops up any excess costs by 95%. Costs above may be spread up to 3 years.

Successfully Completed Apprenticeships

Title	Qualification undertaken	Service Area	Cost	Training Duration
Digital Marketing Apprentice	L3 Diploma in Digital Marketing	Chief Executive	£4,000	18 months
Finance Apprentice	L3 Bus Admin	Finance	£5,000	18 months
Business Admin in Neighbourhood	L2 Bus Admin	Neighbourhood Services	£5,000	18 months
Arts Development Apprentice	L3 Community Arts Management	Cultural Services	£2,500	18 months
Theatre Technician Apprentice	L3 Advanced Certificate in Technical Theatre: Sound Light & Stage	Cultural Services	£9,000	12 - 18 months
Customer Service Apprentice	L2 Customer Service Practitioner	Finance	£4,000	18 months

Successfully Completed Apprenticeships by WDC Employees

Procurement Business Partner	L4 Procurement Practices	Finance	£9,000	12 months
Training Building Control Consultant	L3 Construction and Building Control	Development Services	£9,000	24 months

Public Sector Apprenticeship target

Public sector bodies with 250 or more staff in England have 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 2021.

- The percentage of new apprenticeship (both new hires and existing employees) as a proportion of new starters between 1 April 2019 to 31 March 2020 was 21.33%.

- The percentage of total headcount that were apprentices on 31 March 2020 was 3.71%.

- The percentage of apprenticeship starts (both new hires and existing employees who started an apprenticeship) between 1 April 2019 to 31 March 2020 as a proportion of the total headcount on 31 March 2020 was 2.34%

Next Steps

It is important to recognise the success of this initiative within the Council however, as part of SMT and Workforce Steering Group it has been acknowledged that the impact of COVID-19 on this group is significant. Further review is being undertaken with existing apprentices within the Council and support for Managers with new apprentices joining.

 Employment Committee 15.9.20		Agenda Item No. 6
Title	Gender Pay Gap and Ethnicity Pay Gap Reporting	
For further information about this report please contact	Elaine Priestley Senior HR Officer 01926 456682 Tracy Dolphin HR Manager 01926 456350	
Wards of the District directly affected	None	
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?	No	
Date and meeting when issue was last considered and relevant minute number	September 2019 (Gender Pay Gap reporting)	
Background Papers	None	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	12.8.20	Chris Elliott/Bill Hunt/Andy Jones
Head of Service	12.8.20	Chris Elliott
CMT	12.8.20	As above
Section 151 Officer	12.8.20	Mike Snow
Monitoring Officer	12.8.20	Andy Jones
Finance	12.8.20	Mike Snow
Portfolio Holder(s)	12.8.20	Cllr Day
Consultation & Community Engagement		
Full consultation with Unions		
Final Decision?		Yes/No

Suggested next steps (if not final decision please set out below)
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1. SUMMARY

- 1.1 The report presents the mandatory gender pay gap information that must be reported to central government and published on the Warwick District Council website.

2. RECOMMENDATIONS

- 2.1 That Employment Committee recommend to Council the publication of the Gender Pay Gap reporting as at March 31st 2020 presented in Appendix 1, prior to its publication April 1st 2021.
- 2.2 That Employment Committee recommend to Council the publication of Ethnicity Pay Gap reporting as at March 31st 2020 presented in Appendix 2.

3. REASONS FOR THE RECOMMENDATIONS

- 3.1 In accordance with the Equality Act 2010 with effect from 30th March 2018 it is a requirement to report and publish specific gender pay gap information; this is the third annual statement.
- 3.2 A Task & Finish group was agreed at O & S July 2020 with the remit to consider 'The Council's approach to equality and diversity, especially with regard to race'. Although this is 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". This information will be provided to this group as part of the information requested for 21.8.20

4. POLICY FRAMEWORK

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy."

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and	<u>Intended outcomes:</u> Becoming a net-zero carbon organisation by 2025 Total carbon emissions	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/

sports activities Cohesive and active communities	within Warwick District are as close to zero as possible by 2030 Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	productivity of local economy Increased employment and income levels
Impacts of Proposal		
None	None	None
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
To ensure we are monitoring and reviewing management information associated with effective staffing	None	None

4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies. The People Strategy outlines the future needs of our workforce to enable us to attract, recruit and retain the right people; provide the development they need to allow them to grow and progress; manage potential and plan for the future. The way in which we lead and support our people is key to the successful delivery of quality services. Monitoring data related to pay and management information are key measurements aligned to the People Strategy.

4.3 **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.

6. **RISKS**

6.1 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.

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

7.1 None considered – it is required by law

8. **BACKGROUND**

8.1 Reporting and publishing the attached gender pay gap information is a legal requirement, this is the second year it has been in place

8.2 **Main Statistics from the 31st March 2020 Gender Pay Gap Reporting (Appendix 1)**

- 8.2.1 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. The data includes the following types of staff: Employees with a contract of employment (part time, full time, permanent and fixed term), Casuals/Workers.
- The Mean Gender pay gap is 14.32% (a total decrease of 0.98% since 2018).
 - The Median Gender pay gap is 15.5% (a total increase of 4.60% since 2018). Females in lower graded roles part time have increased by 16 and at the same time males in these roles have decreased by 10. The Mean Bonus pay has increased by 8.37% an increase from 2019 of 0.29% however the same numbers of males and females received a payment and the Medium bonus payment is 0% difference with both groups receiving £444.
 - The proportion of females in the top two pay quartiles is exactly 50%.
- 8.2.2 Further review of the Ethnicity Pay gap reporting data will be included as part of the Task and Finish group.

GENDER PAY GAP REPORT AS AT 31.3.20

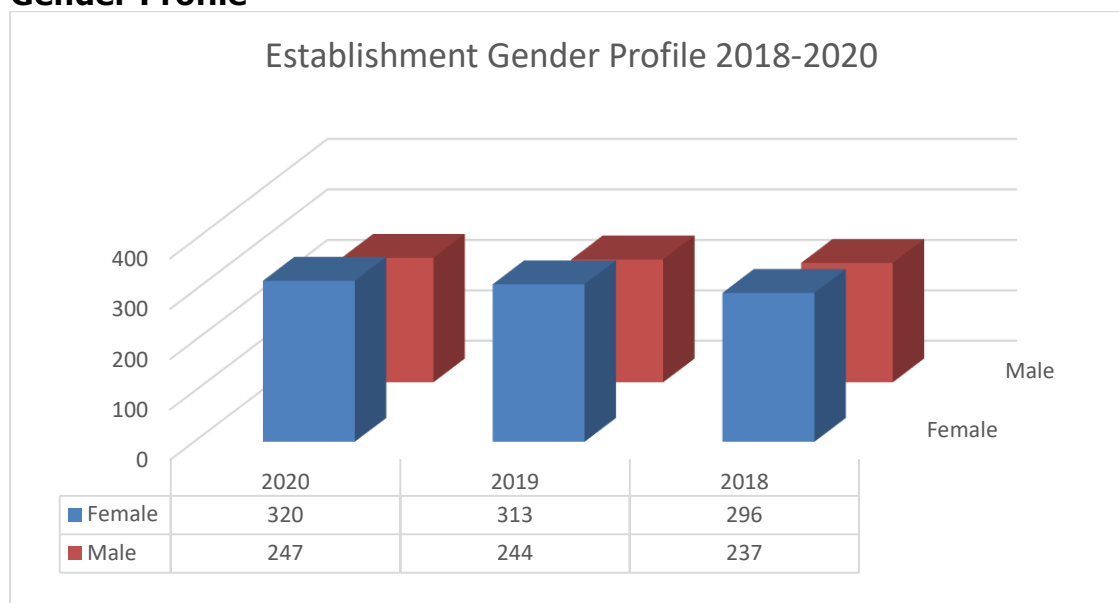
1. Background Information

- 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 2020, and in relation to 'bonuses' paid between 1st April 2019 and 31st March 2020.
- 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 third pay gap data report to be compiled.
- 1.5 This data is being reported early to Employment Committee September 2020 at the request of the September 2019 Employment Committee.

2.0 WDC Workforce Profile

- 2.1 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.
- 2.2 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
- 2.3 The data does not include temporary staff employed through an agency

2.4 Gender Profile



As at 31.3.20 Warwick District Council employed 567 people (contracted and casual staff) - an increase of 34 from 21.3.18.

	2020	2019	2018
Female	320	313	296
Male	247	244	237
Total	567	557	533

Female	2020	2019	2018
Employees	320	313	296
% of employees	56%	56%	56%
Full time	162	171	152
Part time	122	115	115
% part time	38%	37%	38%
Casual workers	36	27	29
Average week p/t	23 hours	22 hours	23 hours
Hours between	7.5 -35 hrs	7.5 -35 hrs	7.5 – 35 hours
Average week all	31 hours	31 hours	31 hours
% Managerial roles	16.6%	14%	14%

Male	2020	2019	2018
Employees	247	244	237
% of employees	44%	44%	44%
Full time	200	187	178
Part time	28	29	38
% part time	11%	12%	16%
Casual workers	19	28	21
Average week p/t	20.7 hrs	21.8 hours	22.8 hours
Hours between	7.67 – 35 hours	7.67 – 35 hours	7.67 – 35 hours
Average week all	35 hours	35 hours	34.7 hours
% Managerial roles	27%	21%	21%

3. Mean and Median Gender Pay Gap Results

We have used the guidance detailed on the gov.uk website 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	Difference between Female and Male mean & median hourly rate
Number of employees	2020 2019 2018	320 313 296	247 244 237	
Mean hourly rate	2020 2019 2018	£12.92 £12.43 £12.20	£15.08 £14.56 £14.41	14.32% 14.63% 15.3%
Median hourly rate	2020 2019 2018	£11.07 £11.24 £11.02	£13.11 £12.49 £12.37	15.5% 10% 10.9%
Mean bonus payment	2020 2019 2018	£390 £60.90 £34.47	£427 £61.08 £18.20	8.66% 0.29% -89.4%
Median bonus payment	2020 2019 2018	£444 £500 £750	£444 £130 £447	0% -284.6% -68%
Proportion who received a bonus	2020 2019 2018	1.5% 13.4% 6%	2% 14.3% 3%	

3.1 For the purposes of Gender Pay Gap reporting a bonus payment includes a 'one off honoraria' and Warwick District Council 'Long Service Awards'.

3.2 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 the "average", 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.

3.3 The mean 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.

4.0 Pay Quartiles

- 4.1 2019 – 2020 hourly rates within Warwick District Council range from £4.35 (apprentice rate) to £58.25. When dividing all employees into 4 quartiles the pay rates for the 4 quartiles are shown below:

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%
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. However, within the Council 61.6% of the employees in the three lowest quartiles are female and 38% are male. This is reversed in the highest quartile with 59% being male and 41% women.

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 2020

- The Mean Gender pay gap is 14.32% (a total decrease of 0.98% since 2018).
- The Median Gender pay gap is 15.5% (a total increase of 4.60% since 2018). Females in lower graded roles have increased by 16 and at the same time males in these roles have decreased by 10.
- The Mean Bonus pay has increased by 8.37% an increase from 2019 of 0.29% however the same numbers of males and females received a payment and the Medium bonus payment is 0% difference with both groups receiving £444.

6.0 Analysis

At Warwick District Council the mean hourly rate for females grew by 0.49p whereas the mean hourly rate for men grew by 0.52p.

The median hourly rate for females decreased by 0.17p and the median hourly rate for males grew by 0.62p. This is largely attributable to the higher number of females in the lower graded roles compared to males.

The lowest pay rate increased from £4.10 to £4.35 due to an increase in the apprenticeship pay rate.

7.0 National Picture

7.1 The Government Equalities Office (GEO) and the Equality and Human Right Commission (EHRC) have suspended gender pay gap reporting regulations for this year, due to the Covid-19 (Coronavirus).

This means that there will be no expectation for employers to report their gender pay gaps for the 2019/20 reporting year (18/19 actual year). The Government's decision to relax this year's gender pay gap reporting deadline was due the unprecedented pressure faced by organisations.

The table below gives the results that had been reported for 2018/19 (data the year prior to this report) prior to this announcement.

Employer	Employer Size	% Difference in hourly rate (Mean)	% Difference in hourly rate	% Women in lower pay quartile	% Women in lower middle pay quartile	% Women in upper middle pay quartile	% Women in top pay quartile
North Warwickshire Borough Council	Not Provided						

Nuneaton & Bedworth Borough Council	500 to 999	4.5	4.3	64	44	56	50
Rugby Borough Council	Not Provided						
Stratford-On-Avon District Council	250 to 499	19.1	18.3	74.6	70.4	59.2	33.8
Warwick District Council	500 to 999	14.6	10	60	59	65	41
Warwickshire County Council	1000 to 4999	3.2	11.4	72.3	73	60.6	65.5

From the Office of National Statistics, the median **gender pay gap** among all employees fell from 17.8% in 2018 to 17.3% in **March 2019**, and continues to decline

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 2019 for jobs in the United Kingdom in the table below:

Description	Mean	Median
United Kingdom	16.2	17.3
Public Sector	15.7	16.8
Private Sector	19.9	23.6
Warwickshire	18.0	17.7
Warwick Area	24.2	17.9
Warwick District Council	15.3 (2018) 14.6 (2019) 14.3 (2020)	10.9 (2018) 10.0 (2019) 15.5 (2020)

At the date of compiling this report there is insufficient data published to draw effective comparisons for 31st March 2020 data.

7.2 **What are the factors influencing Warwick District Council's gender pay gap?**

- 7.3 Under the law, males and females must receive equal pay for:
- the same or broadly similar work;
 - work rated as equivalent under a job evaluation scheme; or
 - work of equal value.

- 7.4 Warwick District Council is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).

- 7.5 As such it:
- 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.

7.6 Warwick District Council is confident that its gender pay gap does not stem from paying males and females differently for the same or equivalent work.

7.7 On the date that this information was taken we employed more females than males, therefore it would be expected that there are more females than males at almost every level of the organisation. However, this is not replicated in the upper quartile.

8.0 **Publication**

WDC Gender pay gap data will be published at the end of March 2021.

9.0 **Next steps**

9.1 The data reported is based on March 2020 data, and comparisons have been drawn with the March 2018 and 2019 data which gives a positive indication of the direction of travel.

Update on previous actions:

- a) As discussed at Employment Committee in 2019 - further work on MI is now being scoped as part of the new Payroll system including the recruitment portal for 2021.
- b) MI has been enhanced in how it is presented to SMT to provide trends in recruitment and retention.
- c) As highlighted benchmarking data has been difficult to obtain however reviewing how we can deliver 'family friendly' policies/schemes has been a key priority – e.g. Maternity 'pay back' scheme withdrawn; Health and well-being scheme implemented.

It is apparent from the current high level data that females are not proportionality represented in the upper pay quartiles, utilising the data from the new recruitment portal in 2021 will support how we first understand and then address the causes of this as necessary, with some further examples to be considered below:

- i. Analysis of number of female applicants to roles and success rate.
- ii. Develop a greater evidence base to determine the proportion of female staff who return to work after maternity and adoption e.g. full time; part time and same role and those that continue in post a year after returning.
- iii. Any impact from COVID-19

And continue to:

- iv. Ensure consistent recruitment training that is fit for purpose e.g. recognition of unconscious bias.
- v. Increase awareness of 'work apprenticeship' training to encourage more employees to improve their skills and experience to enable the opportunity to progress their career.
- vi. Promote a consistent and transparent process to career grades and

- progression.
- vii. Promote Mentoring/Coaching opportunities.
- viii. Continue to develop flexible working options that support effective work life balance including career breaks/sabbaticals.

9.2 It should be noted that addressing the underlying causes of a gender pay gap and developing an effective action plan is an ongoing and iterative process. 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. This will be incorporated into our Equality and Diversity and Inclusion actions as part of the People strategy updates.

Definitions



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.

Gender Pay Gap

The gender 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 Gender 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 Gender 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.

Appendix 2: Ethnicity Pay Gap Reporting

1. Background

The overall ethnicity pay gap is defined as the difference between the average (mean and median) pay of Black, Asian and minority ethnic (BAME) employees and White British employees expressed as a percentage of the mean and median pay of BAME employees.

In January 2019 the UK government closed its consultation on ethnicity pay gap reporting. We do not yet know what will come of that consultation, but it seems highly likely that in the future this will become a new requirement alongside gender pay gap reporting. We are recommending that from this reporting year onwards the Council voluntarily publishes its ethnicity pay gap data because we believe it's an important step towards ensuring our workforce is diverse, inclusive and fair for everyone.

We use the term BAME throughout this report however we recognise its limitations as a term that combines and therefore dilutes the experiences of Black, Asian and other minority ethnic groups.

This report includes the Council's ethnicity pay gap data using the snapshot date of 31st March every year.

2. BAME profile

At June 2020, the Black, Asian and Minority Ethnic (BAME) profile at the Council, comparing the percentage of White British and other ethnicities, shows a similar representation of BAME employees as of 11.33%, snapshot as of June 2020 (58 out of 512 and 46 (8.99% not known), compared with the general population of Warwickshire (11.8%).

	2020		2019		2018	
Not Known	60	10.6%	64	11.5%	47	8.8%
BAME	57	10 %	52	9.4%	46	8.7%
White	450	79.4%	441	79.1%	440	82.5%
Total	567		557		533	

3. Mean ethnicity pay gap

- 3.1 There is an 8.9% pay gap between the mean hourly rate for BAME employees and those White British / unknown at 31 March 2020.
- 3.2 The Council's mean ethnicity pay gap has reduced by 3.8 percentage points from 12.7% since 2018.

4. Median ethnicity pay gap

- 4.1 There is an 11.2% pay gap between the median hourly rate for BAME employees and those White British / unknown at 31 March 2020.
- 4.2 The Council's median ethnicity pay gap has reduced by 2.7 percentage points from 13.9% since 2018.

5. Bonus pay

- 5.1 In terms of mean hourly bonuses, those of BAME background earn less (£370.00) than White British employees (£413.33). The gap is 10.5% in favour of White British employees.
- 5.2 In terms of median bonuses, those of BAME background earn more (£370.00) than total employees (£327.60) employees. The gap is -12.9% in favour of BAME employees.

6. Proportion by pay band quartiles

WDC Pay Quartiles by Ethnicity 31.3.20						
Quartile	Not Known	%	BAME	%	White	%
Lower Quartile £4.35 to £10.24	25	17.7%	13	9.2%	103	73.1%
Lower Middle Quartile £10.24 to £11.88	14	9.9%	22	15.5%	106	74.6%
Upper Middle Quartile £11.88 to £16.60	9	6.3%	13	9.2%	120	84.5%
Upper Quartile £16.60 to £58.25	12	8.5%	9	6.3%	121	85.2%

- 6.1 At 31 March 2020 the highest concentration of BAME employees is in the lower middle quartile (15.5%).
- 6.2 The percentage of BAME employees in the upper quartile has increased by 1.8 percentage points and by 0.2 percentage points in the upper middle quartile since March 2018.
- 6.3 Since March 2018, the percentage of BAME employees in the lower quartile has decreased by 1.3 percentage points.

WDC Pay Quartiles by Ethnicity 31.3.19						
Quartile	Not known	%	BAME	%	White	%
Lower Quartile £4.10 to £9.78	24	17.3%	11	7.9%	88	63.3%

Lower Middle Quartile £9.78 to £11.61	13	9.35%	19	13.6%	107	76.9%
Upper Middle Quartile £11.61 to £15.94	12	8.6%	15	10.8%	111	79.8%
Upper Quartile £15.94 to £57.11	15	10.7%	7	5%	118	84.3%

6.4 At 31 March 2019 the highest concentration of BAME employees is in the lower middle quartile (13.6%).

WDC Pay Quartiles by Ethnicity 31.3.18						
Quartile	Not known	%	BAME	%	White	%
Lower Quartile £4.59 to £9.55	9	6.7%	14	10.5%	111	82.8%
Lower Middle Quartile 9.72 to £11.74	10	7.5%	14	10.5%	109	82%
Upper Middle Quartile £11.74 to £15.63	13	9.8%	12	9%	108	81.2%
Upper Quartile £15.63 to £55.99	15	11.3%	6	4.5%	112	84.2%

6.5 At 31 March 2018 the highest concentration of BAME employees is in the lower and lower middle quartiles, both at 10.5%.

7. Raw Data

		Not Known	BAME	White	OVERALL	Difference between BAME and Overall mean & medium rates
Number of employees	2020	60	57	450	567	
	2019	64	52	441	557	
	2018	47	46	440	533	
Mean hourly rate	2020	12.81	12.62	14.16	13.86	8.9%
	2019	12.47	11.66	13.69	13.36	12.07%

	2018	13.49	11.81	13.67	13.53	12.7%
Median hourly rate	2020	10.54	10.54	12.35	11.88	11.2%
	2019	10.27	10.27	11.85	11.61	11.5%
	2018	12.13	10.44	12.13	12.13	13.9%
Mean bonus payment	2020	0	370	413.33	413.33	10.5%
	2019	554.29	600	442.21	422.21	9.9%
	2018	1800	600	625	681.58	11.9%
Median bonus payment	2020	0	370	444	327.60	-12.9%
	2019	500	500	250	250	-100%
	2018	1800	750	750	750	0%
Proportion who received a bonus	2020	0%	1.75%	2%	1.76%	
	2019	10.9%	7.69%	14.96%	12%	
	2018	2.13%	8.69%	3.18%	3.56%	