

Employment Committee

Wednesday 21 March 2018

A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Wednesday 21 March 2018 at **6.00pm**.

Membership:

Councillor Mrs Bunker (Chairman)	
Councillor Barrott	Councillor Mobbs
Councillor Day	Councillor Murphy
Councillor Doody	Councillor Noone
Councillor Mrs Evetts	Councillor Parkins
Councillor Mrs Falp	Liberal Democrat Vacancy

Emergency Procedure

At the commencement of the meeting, the Chairman will announce the emergency procedure for the Town Hall.

Agenda

1. Apologies and 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 entered on the form to be circulated with the attendance sheet and declared during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

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

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

3. **Minutes**
- (a) To confirm the minutes of the meeting held on 13 December 2017, 2pm. **(Pages 1 - 2)**
- (b) To confirm the minutes of the meeting held on 13 December 2017, 6pm. **(Pages 1 - 4)**
- (c) To confirm the minutes of the meeting held on 31 January 2018. **(Pages 1 - 2)**
4. **Cultural Services – Programme Team**
- To consider a report from Cultural Services. **(Pages 1 - 10)**
5. **Creation of new posts in Development Services and Health and Community Protection**
- To consider a report from Development Services and Health and Community Protection. **(Pages 1 - 5)**
6. **People Strategy Update & Social Media Policy**
- To consider a report from Human Resources. **(Pages 1 - 25)**
7. **Pay Policy Statement & Gender Pay Gap Reporting**
- To consider a report from Human Resources. **(Pages 1 - 15)**
8. **Information Security & Conduct Policy**
- To consider a report from the Democratic Services Manager & Deputy Monitoring Officer. **(Pages 1 - 25)**
9. **Additional Resources within Democratic Services**
- To consider a report from the Democratic Services Manager & Deputy Monitoring Officer. **(Pages 1 - 6)**
10. **Public and Press**
- To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following items by reason of the likely disclosure of exempt information within the paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.
- | Item Nos. | Para Nos. | Reason |
|-----------|-----------|---|
| 11 | 1 | Information relating to an Individual |
| 11 | 2 | Information which is likely to reveal the identity of an individual |

11. **Confidential Minutes**

- (a) To confirm the minutes of the meeting held on 13 December 2017, 6pm.
(Pages 1 - 7)
(Not for Publication)
- (b) To confirm the minutes of the meeting held on 31 January 2018.
(Pages 1 - 5)
(Not for Publication)

Published Tuesday 13 March 2018

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

You can e-mail the members of the this Committee at
employmentcommittee@warwickdc.gov.uk

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Please note that the majority of the meetings are held on the first floor at the Town Hall. If you feel that this may restrict you attending this meeting, please call (01926) 456114 prior to this meeting, so that we can assist you and make any necessary arrangements to help you attend the meeting.

**The agenda is also available in large print, on request, prior to the meeting by calling
01926 456114.**

Employment Committee

Minutes of the meeting held on Wednesday 13 December 2017 at Riverside House, Royal Leamington Spa at 2.00 pm.

The meeting had been scheduled to take place on 11 December 2017. However due to adverse weather conditions, with the agreement of all Councillors, it was moved to 13 December 2017.

Present: Councillor Mrs Bunker (Chairman); Councillors Doody, Mobbs and Parkins.

29. Apologies and Substitutes

- (a) Apologies for absence were received from Councillors Barrott, Day, Mrs Evetts, Mrs Falp, Murphy, and Noone.
- (b) There were no substitutes.

30. Declarations of Interest

There were no Declarations of Interest made.

31. 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 No.	Para Nos.	Reason
32 to 33	1	Information relating to an individual
32 to 33	2	Information which is likely to reveal the identity of an individual.

32. Vacancy – Head of Development Services

Following review of information on the candidates for the vacancy of Head of Development Services, it was agreed to interview Mr David Barber for the vacancy of Head of Development Services.

The meeting was adjourned at 3.15pm for 15 minutes.

EMPLOYMENT COMMITTEE MINUTES (Continued)

33. Vacancy – Head of Development Services

The Committee interviewed Mr Barber and offered him the position of Head of Development Services, which he accepted.

(The meeting ended at 4.45 pm)

CHAIR
21 March 2018

Employment Committee

Minutes of the meeting held on Wednesday 13 December 2017 at the Town Hall, Royal Leamington Spa at 6.00 pm.

Present: Councillor Mrs Bunker (Chairman); Councillors Barrott, Day, Doody, Mrs Evetts, Margrave, Mobbs, Noone and Parkins.

34. **Apologies and Substitutes**

(a) There were no apologies.

(b) Councillor Margrave substituted for Councillor Mrs Falp.

35. **Declarations of Interest**

There were no Declarations of Interest made.

36. **Minutes**

The minutes of the meeting held on 13 September 2017 were taken as read and signed by the Chairman as a correct record subject to an amendment showing Councillor Doody as present.

37. **Members/Trades Unions Joint Consultation & Safety Panel Minutes**

The minutes of the meeting of the Members/Trades Unions Joint Consultation & Safety Panel held on 31 August 2017 were noted.

38. **New posts for CIL Officer**

The Committee considered a report from Development Services that sought to establish a new post of Community Infrastructure Levy (CIL) Officer within the Development Services.

At the meeting of the Council on 20 November 2017, it was agreed to adopt the CIL Charging Schedule. The CIL Scheme was due to be implemented prior to 18 December 2017. Testing work undertaken to-date showed that the work involved was likely to be time consuming and without an additional and dedicated resource, this would impact on the capacity of the Development Manager to deliver statutory requirements and high quality outcomes.

At the meeting of the Executive on 29 November 2017, it was agreed to fund a post from the Planning Reserve until the end of March 2018 (with a view to the Reserve being replenished over time from the administration allowance from the future CIL receipts). Beyond March 2018, the Executive agreed that the post should be funded from either the 5% CIL receipts or the increase in planning fees. Until a decision was reached on how best to utilise the increase in planning fees, it was agreed that both options for permanent funding were kept open and that details of the recommended option for the permanent funding of the CIL post should be considered alongside the 2018/19 budget in February 2018.

EMPLOYMENT COMMITTEE MINUTES (Continued)

The Head of Development Services explained that it was intended to recruit to the position as soon as the post was approved, and in the interim, existing staff resources would process the work.

Resolved that a new permanent post of CIL Officer be established within the Development Management Section of Development Services.

39. Apprenticeship Policy

The Committee considered a report from Human Resources that requested approval of the Corporate Apprenticeship Policy. A Corporate Apprenticeship Programme would operate in addition to the Council's agreed staffing establishment and budget and funding had been agreed by the Executive. A copy of the Council's Apprenticeship Policy was provided at appendix 1 to the report.

The Executive had approved the creation of a fund for a Corporate Apprenticeship Programme at its meeting on 29 November 2017. This allowed the Council to offer up to eight apprenticeship opportunities at any one time.

In response to questions from Members, the Senior HR Officer informed the Committee that:

- Existing staff members could undertake apprenticeship training.
- If an existing member of staff undertook apprenticeship training, then they would be paid a substantive salary.
- A vacancy could be filled by an apprentice, but never in place of an existing member of staff
- An amendment to the Corporate Apprenticeship Programme would be made 1.8, second paragraph, to replace the last two words "recruitment problem" with "need".
- The Council was mirroring the County Council's salary levels for apprentices and had also benchmarked against other councils. People over 25 years of age would receive the National Living Wage.
- People from 16 years of age upwards could apply for apprenticeships.
- The ages of people who successfully applied for apprenticeship positions would be monitored by the People Strategy Steering Group (PSSG), and would be reported to the Employment Committee.
- The selection criteria would be more flexible to allow more people to develop.

Resolved that the Apprenticeship Policy attached at appendix 1 to the report is approved.

(Councillor Noone arrived at the meeting during discussions of this item.)

EMPLOYMENT COMMITTEE MINUTES (Continued)

40. 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 as discussed at the People Strategy Steering Group (PSSG).

The PSSG comprised of Councillors Mobbs, Mrs Bunker, Naimo and Mrs Falp and was supported by the Chief Executive, Heads of Service from Cultural Services, Neighbourhood Services, Development Services, the HR Manager and HR Senior Officers. The Group met quarterly prior to the Employment Committee and reviewed successful work completion, plans in progress and areas to highlight for discussion.

The report detailed the areas of success/highlights within the agreed People Strategy themes for the last quarter at sections 8.3.1 to 8.3.6 of the report.

In response to a question from a Member, the HR Manager assured the Committee that stress amongst the workforce was monitored, with a tailored response to each individual circumstance. Stress would be added to the agenda for the next meeting of the PSSG and the outcome would be reported back to the Employment Committee.

Resolved that the report be noted.

41. 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 No.	Para Nos.	Reason
42 to 47	1	Information relating to an individual
42 to 47	2	Information which is likely to reveal the identity of an individual.

The full text of Minutes 42 to 47 was recorded in a confidential minute which would be considered for publication following implementation of the relevant decisions. A summary is as follows:

42. ICT Services Redesign

The Committee approved the recommendations in the report.

EMPLOYMENT COMMITTEE MINUTES (Continued)

43. Development Services Restructure

The Committee approved the recommendations in the report.

44. Additional Accountancy Resource

The Committee approved the recommendations in the report.

45. Temporary Project Management Resources

The Committee approved the recommendations in the report.

46. HR/Media & Communications Resources Review

The Committee approved the recommendations in the report.

47. Minutes

The confidential minutes of the meeting held on 13 September 2017 were taken as read and signed by the Chairman as a correct record subject to an amendment showing Councillor Doody as present.

(The meeting ended at 7.10 pm)

CHAIR
21 March 2018

Employment Committee

Minutes of the meeting held on Wednesday 31 January 2018 at the Town Hall, Royal Leamington Spa at 6.00 pm.

Present: Councillor Mrs Bunker (Chairman); Councillors Day, Doody, Mrs Falp, Parkins and Quinney.

48. **Apologies and Substitutes**

- (a) Apologies for absence were received from Councillors Mobbs and Noone.
- (b) Councillor Quinney substituted for Councillor Barrott.

49. **Declarations of Interest**

There were no Declarations of Interest made.

50. **New Post of Site Delivery Officer**

The Committee considered a report from Development Services that sought approval to replace an existing post of Senior Planner (Policy) with a Site Delivery Officer.

The Policy and Projects Section currently included 3.5 senior planners and two site delivery officers (one of which was on a temporary contract for three years). The senior planner posts provided planning expertise to support the preparation of planning policy documents (the Local Plan, other Development Plan Documents, supplementary documents and guidance such as parking standards and residential design guide). They also supported the preparation of Neighbourhood Plans and provided policy advice to development management, developers and the public. One of the posts had been vacant since October and two recruitment attempts had failed to fill the vacancy.

The two site delivery officers provided advice and support to the delivery of local plan development sites. This included working with developers, infrastructure providers and local communities to ensure high quality development and supporting infrastructure. One officer focused his attention on the developments to the south of Warwick and Leamington, whilst the other focused on developments in and around Kenilworth.

Now that the Local Plan had been adopted, there was a need for a third Site Delivery Officer to support the delivery of high quality development to the south of Coventry.

It was therefore proposed that the vacant Senior Planner post should be replaced with a permanent site delivery officer post to provide capacity to cover the area to the south of Coventry.

In response to questions, the Policy and Projects Manager informed Members that:

- For the time being, the Site Delivery Officer would continue to handle any housing and employment delivery monitoring work, but

EMPLOYMENT COMMITTEE MINUTES (Continued)

it was the intention to employ a Monitoring Officer, and that post would be funded from the increase in planning fees.

- The Site Delivery Officer would provide the flexibility to cope with policy work such as supplementary planning documents and ensure these could be delivered in a reasonable timescale.

Resolved that the existing vacant Senior Planner (Policy) post (Grade D) be replaced on the establishment by a new Site Delivery Officer Post (Grade C).

51. 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 No.	Para Nos.	Reason
52 to 54	1	Information relating to an individual
52 to 54	2	Information which is likely to reveal the identity of an individual.

The full text of Minutes 52 to 54 was recorded in a confidential minute which was to be considered for publication following implementation of the relevant decisions. A summary was as follows:

52. Exchequer and Benefits Redesign

The Committee approved the recommendations in the report plus an additional recommendation from officers agreed at the meeting.

53. Procurement Partnership and Staffing

The Committee approved the recommendations in the report.

54. Strategy & Development Posts

The Committee approved the recommendations in the report.

(The meeting ended at 6.40 pm)

CHAIR
21 March 2018

 WARWICK DISTRICT COUNCIL	Employment Committee – 21st March 2018	Agenda Item No. 4
Title	Cultural Services – Programme Team	
For further information about this report please contact	Andrew Jones Andrew.jones@warwickdc.gov.uk Rose Winship Rose.winship@warwickdc.gov.uk	
Wards of the District directly affected	All	
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	Employment Committee – Sept 2017 Executive – Aug 2017 (Min:45) Executive - April 2017 (Min: 129) Executive - Feb 2018	
Background Papers	N/A	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	16 th Feb 2018	Andrew Jones/Chris Elliott
Head of Service	16th Feb 2018	Rose Winship
CMT	16th Feb 2018	Andrew Jones/Chris Elliott/Bill Hunt
Section 151 Officer	16th Feb 2018	Mike Snow
Monitoring Officer	16th Feb 2018	Andrew Jones
Finance	16th Feb 2018	Mike Snow
Portfolio Holder(s)	16th Feb 2018	Cllr Coker; Cllr Butler
Consultation & Community Engagement		
None		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report sets out the proposals to expand the Programme team within Cultural Services by making the current fixed term posts of Programme Manager and Programme Officer permanent posts on the establishment, and establishing a fixed term Community Stadium Project Officer within this team. The report also recommends the creation of a new fixed term Project Officer within Cultural Services to coordinate the Council's work on the Commonwealth Games project.
- 1.2 The two current fixed term posts, of Programme Manager and Programme Officer, have been in place since Feb 2015 and Jan 2017 respectively and have been extended a number of times due to the delays in Phase 1 of the Leisure Development Programme (LDP). Both fixed term appointments are currently due to terminate at the end of September 2018.
- 1.3 Since the establishment of these fixed term posts the Council's aspirations have expanded and along with it the number of projects now in the pipeline has grown, many of these being directly related to the work of the Cultural Services team. The report proposes that the Community Stadium post is best placed within the Programme team in Cultural Services where it will report to the Programme Manager who has the expertise to support this new post and integrate the project where appropriate with other ongoing projects. The new Commonwealth Games post will draw together the wide range of preparatory work required in order to ensure that the Council can deliver on its contribution to the Birmingham Commonwealth Games in 2022.

2. **Recommendation**

- 2.1 That Members agree that the following posts be added to the Council's permanent staffing establishment with effect from September 2018
 - a) Sports Programme Manager
 - b) Sports Programme Officer
- 2.2 That Members agree that the following fixed term posts are added to the Cultural Services establishment
 - a) Community Stadium Project Officer (until 2023 of final completion whichever is the later)
 - b) Commonwealth Games Project Officer (until the completion of the project in 2022)

3. **Reasons for the Recommendation**

- 3.1 The LDP has been established since 2015 when work commenced on Phase I of the Programme focussing on the leisure centre improvements at Newbold Comyn Leisure Centre and St Nicholas Park Leisure Centre, and the appointment of an external operator to manage the Councils leisure centres. The external operator was appointed in May 2017, and the Phase I leisure centre improvements will be completed in in the first half of 2018. The delays experienced in the leisure centre construction projects, and the complexity of elements of these projects, lead to the extension of the temporary Programme Manager position to September 2018 (originally due to end in Feb 2017), and

the creation of a Project Officer post to support the work of the Programme Manager, also due to end at the end of September 2018.

- 3.1.1 At the outset of the LDP it was agreed that Phase I would focus on provision in Warwick and Leamington, and once complete, attention would turn to Kenilworth and the north of the district and the implementation of LDP Phase II. A report was considered by the Executive in Feb 2018 to outline the constituent parts of Phase II and approval given on the approach to be taken in delivering the various and complex projects that comprise it.
- 3.1.2 The proposal to add these 2 posts to the permanent establishment is based on a number of factors.
- 3.1.3 It is recognised that Phase II comprises significant established projects and a number of proposed projects or projects which are directly related to the work of Cultural Services and are currently being scoped (Appendix B). Phase II also involves close partnership with a number of external organisations which adds a further level of complexity. Learning from the experiences of Phase I, it is very clear that each project will have its own challenges and will need careful management if the wider Phase II is to be delivered effectively. Phase I of the LDP (construction works and appointment of an external management partners) was managed effectively by the Programme Manager supported more recently by the Project Officer.
- 3.1.4 Looking ahead for the next 4/5 years there needs to be appropriate resources, with the appropriate level of programme management skills, to enable these projects to be delivered (Appendix B)
- 3.2 Looking beyond Phase II of the LDP there are other strategic projects that are directly related to the work of the Cultural Services team.
 - 3.2.1 It is proposed that the role of the Community Stadium Project Manager is established and becomes part of the Sports Programme team, reporting to the Programme Manager. Funding for this post was approved by the Executive in April 2017 in the Europa Way – Strategic Opportunity report. This will allow the team to benefit from a degree of skill and knowledge sharing, and will build in an element of resilience. In addition to potentially overseeing the construction phase of the stadium project, the Project Manager will have a key role in influencing decisions around the facility mix that is incorporated in to the project and bringing sports organisations together to ensure that the final design is correct and that usage of this facility is maximised within the community. These latter elements of the project will be enhanced if the role is managed from within Cultural Services where experienced “sports and leisure officers” are on hand to advise and support as required.
 - 3.2.2 Whilst the Commonwealth Games in 2022 may seem to be a distance in the future, a local Project Board has already been established and strategic objectives agreed (Appendix C). The Executive considered a report on this

project at its March meeting, which referred to the resources required to ensure that the Council can deliver on its contributions to the Games in 2022. Whilst we are currently awaiting confirmation from the Birmingham Commonwealth Games Organising Committee on the details of how they will work with other local authorities, including WDC, the view is that this high profile “one off” project requires a dedicated resource to bring the many and various strands together in the coming 4 years. It is proposed that this post will be best placed within Cultural Services, reporting to the Programme Manager and working closely with officers on the Project Board and across the wider Council.

3.3 Other potential projects that are anticipated that would be led by the Programme team include:

3.3.1 Future refurbishment or relocation of the athletics track. This project will involve securing funding, scoping and procuring the appropriate construction works, developing a sustainable management model, and working in partnership with the relevant external bodies.

3.3.2 Future investment in and management of sports pavilions. There are opportunities to secure funding to modernise these remote facilities and make them fit for purpose for the future. There are also opportunities to consider alternative sustainable management models involving local sports clubs.

4 Policy Framework

4.1 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. This report shows the way forward for implementing a significant part of one of the Council’s 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> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment

	ASB	and income levels
Impacts of Proposal		
Improved health for all Increased physical activity for all the community Impressive cultural and sports activities Cohesive and active communities	Area has well looked after public spaces All communities have access to decent open space	Dynamic and diverse local economy Increased employment and income levels
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		
None	Focusing on our customers' needs	Better return/use of our assets Increased concession fee from Everyone Active Maximise income earning opportunities Seek best value for money

4.2 Supporting Strategies

4.2.1 Local Plan

The Vision for the District as supported by the Local Plan (paras 1.30 -1.34) is to make Warwick District a Great Place to Live, Work and Visit. Specifically the Plan delivers a Spatial Strategy that, amongst other things, focusses employment, retail, leisure and cultural activities in town centres (1.34). Furthermore, para 5.75 recognises the "multifunctional benefits" offered by sport and recreational facilities noting that "they have a positive impact on people's quality of life, particularly in terms of their health and wellbeing". Clearly any activity that reinforces the usage of these facilities is in line with these paragraphs.

4.2.2 Playing Pitch Strategy

These strategies were initially established in 2014 and 2015 respectively having carried out comprehensive audits of local provision and needs. The Council formally adopted both Strategies which now form the basis for development of the district's sporting provision. Both have been key evidence documents for the Local Plan, in securing s106 contributions from developers to date and in establishing robust relationships with Sport England and national governing bodies of sport. It is essential that these documents remain up to date and at present work is underway to refresh the data that underpins to the strategies and refresh the strategies where appropriate. This work on the Indoor Sports Strategy will be completed shortly, and the Playing Pitch Strategy will be completed later this year.

4.2.3 Health & Well Being Strategy

A priority within this strategy is taking action that enables local communities to lead active lives. The three strands included in this report ie the expansion of district sports and leisure facilities; the development of the new community stadium and the work associated with the Commonwealth Games, will all contribute to increasing opportunities for participation in physical activity.

4.3 Changes to Existing Policies

4.4 There are no changes to existing policy

4.3 Impact Assessments – There is no requirement to carry out an impact assessment for these proposals.

5. Budgetary Framework

5.1 The proposals set out in this report have the following budgetary implications based on 2017/2018 rates and will be revised subject to confirmation of the 2018/19 Pay Award:

Sports Programme Manager

(Annual cost including oncosts: £56,000 pa)

2018/19:

The post is funded to September 2018; additional funding required £28,000

2019/20:

Additional funding £56,000 each year

Funding for this post was agreed as part of the February 2018 Budget Report

Sports Programme Officer

(Annual cost including oncosts: £41,700)

2018/19:

The post is funded to September 2018; additional funding required £20,850

2019/20:
Additional funding £41,700 each year

Funding for this post was agreed as part of the February 2018 Budget Report

Community Stadium Project Officer

£46,000 each year to be funded from the Community Projects Reserve as approved by the Executive in April 2017 as part of the £190k agreed to progress this project.

Commonwealth Games Project Officer

£46,000 each year to be funded from the Commonwealth Games Reserve approved as part of the February 2018 Budget report, subject to approval by the Executive on 7th March 2018.

6. Risks

- 6.1 Each of the recommendations in the report are based on the principle that if the Council is to successfully deliver ambitious projects, including those referred to in the report, then appropriate officer resources must be made available. Without appropriate resources, and the expectation that such projects will be managed by the existing officers without any additional resource, then there is a significant risk that projects will experience problems which could lead to financial and reputational risk for the Council.
- 6.2 There is a specific risk associated to the Commonwealth Games project given the high profile and nature of the legal agreement that the Council has entered into for this project. Without suitable and experience project resource, the Council is carrying a significant reputational risk.
- 6.3 In terms of the Stadium project, the Council has made a significant financial investment in the project to date, and has established a robust relationship with Leamington Football Club, with both parties committed to the successful delivery of this project. Failure or delay of the project would have significant financial consequences on both parties.

7. Alternative Option(s) considered

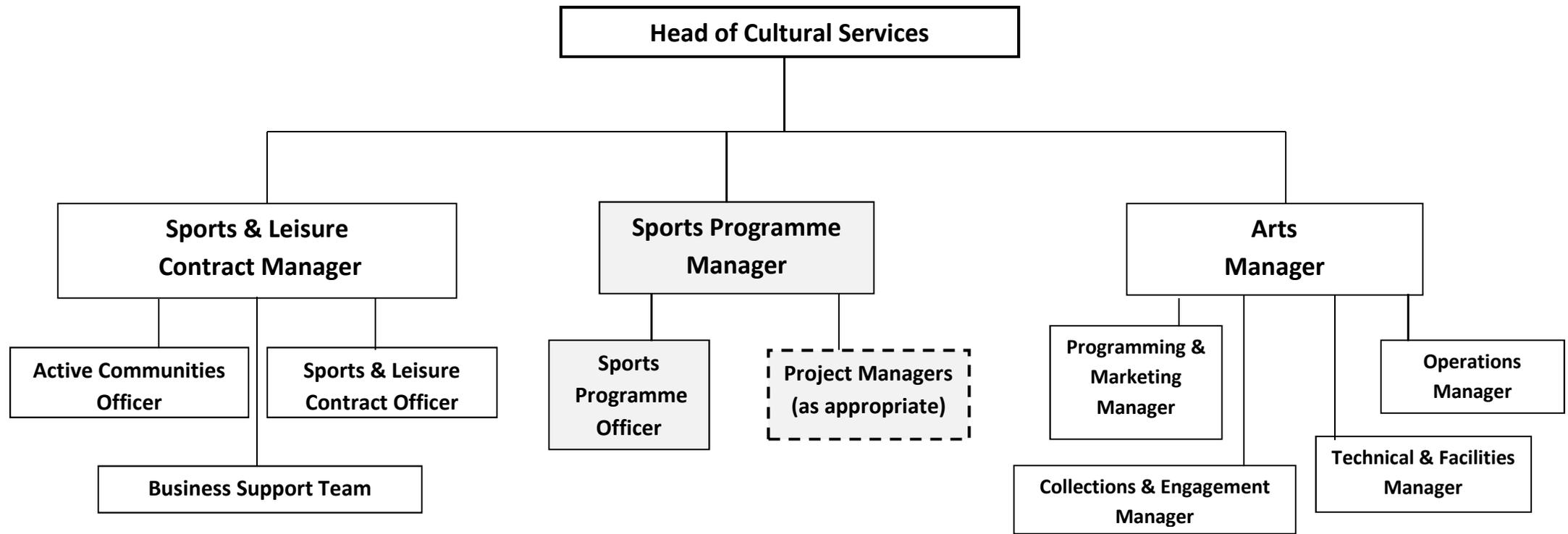
- 7.1 Employment Committee could chose to not approve the proposals in which case it would be necessary to bring a further report for the extension of the temporary posts to deliver Phase II of the LDP and future reports for approval as and when new projects are established. This carries an element of risk in terms of being able to recruit and retain quality members of staff to deliver these high profile corporate projects.

APPENDICES:

Appendix A: Cultural Services Management structure (Item 4, page 8)

Appendix B: Projects (Item 4, page 9)

Appendix C: Commonwealth Games 2022 project governance (Item 4, page 10)



Sports and Leisure - Corporate and Key Projects (2018 onwards)

Lead officer	Project	2018												2019											
		Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
PH/RW	LDP Phase I	[Redacted]												[Redacted]											
PH/RW	LDP Phase II	[Redacted]																							
TBC/CE	Community Stadium	[Redacted]																							
TBC	Pavilions Asset Transfer Feasibility	[Redacted]												[Redacted]											
TBC/RW	Commonwealth Games legacy projects	[Redacted]																							
TBC/SW/AJ	Golf Course Options Appraisal	[Redacted]												[Redacted]											
AJ/DC	Whitnash Community Hub	[Redacted]												[Redacted]											

Project Sponsor

Chris Elliott

Political lead

Project Board

Chris Elliott

Rose Winship

Robert Hoof

Paddy Herlihy

David Butler

Jayne Bailey

Warwickshire Legal Services

Jenny Clayton

Asset Manager

Nicki Curwood

**Stakeholders'
Group**

**Members'
Working Group**

Project Officer

**Economic
Development &
Tourism**

Businesses

Tourism

Media

Cultural Events

Sponsorship

David Butler

David Guilding

Nicola Mills

James Deville

Suzee Laxton

Shakespeare's England Rep

Training Camps

Creating contacts

Venues

Community engagement

Paddy Herlihy

Manoj Sonecha

Everyone Active

Operational

Health and Safety

Technical

Sports Development

Property works

Park improvements

Volunteering

CCTV

Robert Hoof

Stuart Winslow

Manoj Sonecha

Simon Richardson/Jon Holmes

Health & Safety Rep

Liz Young

A N Surveyor

Everyone Active

Legal & licencing

Leases

Licences

Planning Applications

Road Closures

Emergency Planning

Parking

Jayne Bailey

Warwickshire Legal Services

Emma Dudgeon

Development Management

Officer

James Deville

WCC Highways Rep

 Employment Committee – 21st March 2018		Agenda Item No. 5
Title	Creation of new posts in Development Services and Health and Community Protection	
For further information about this report please contact	David Barber Dave.barber@warwickdc.gov.uk 01926 456065 Marianne Rolfe Marianne.rolfe@warwickdc.gov.uk 01926 456700	
Wards of the District directly affected	All	
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	N/A	
Background Papers	Fit for the Future Change Programme Report – Executive 1 st June 2017 Report – Executive 7 th February 2018	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	8/3/18	Bill Hunt / Andy Jones
Head of Service	8/3/18	Dave Barber / Marianne Rolfe
CMT	8/3/18	Chris Elliott/Bill Hunt/Andy Jones
Section 151 Officer	7/3/18	Mike Snow
HR	26/2/18	Tracy Dolphin
Finance	7/3/18	Mike Snow
Portfolio Holder(s)	8/3/18	Cllr Alan Rhead / Cllr Andrew Thompson
Consultation & Community Engagement		
N/A		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. Summary

- 1.1 This report sets out the proposals for additional posts to be added to the Council's establishment within Development Services and Health and Community Protection following the budget report approved by Executives on 7th February 2018 and the national 20% increase in the Planning fees which was introduced on 17th January 2018.

2. Recommendations

- 2.1 That the following posts be established within Development Services:
- Enforcement Officer, 0.5 FTE
 - Development Monitoring Officer, 1FTE
 - Discharge of Conditions Officer, 1FTE (existing temporary post to become permanent from 1st April 2018)
 - Project Officer, 1FTE
 - Project Manager, 1FTE (existing temporary post to become permanent from 1st April 2018)
 - Trainee Building Consultant, 1FTE
- 2.2 That the following post be established in Health and Community Protection:
- Senior Environmental Health , 1FTE, Temporary for 2 years from May 2018

3. Reasons for the Recommendation

- 3.1 In January 2018, the Government introduced new regulations to increase Planning Fees by 20%. The guidance suggests that the additional funds arising from the fees increase should be spent "to support the delivery of an effective planning system". To reflect this, recommendation 2.7 of the Fit for the Future report agreed by the Executive on 1st June agreed to increase income accordingly with a commensurate increase in expenditure. It was also agreed that budget apportionments from the planning fees increase should be determined by the Section 151 officer in consultation with the Senior Management Team.
- 3.2 In light of this recommendation and following consultation with the Senior Management Team on 14th February 2018, the Section 151 officer has agreed that the following posts should be funded from the increase in planning fees:
- **Discharge of Conditions Officer (1FTE):** over the last year Development Services have trialled a post to deal with the backlog of conditions and to put better procedures in place as previously this had been an area that hinders development starting on site. The current temporary post ends in June 2018. It is proposed to make this post permanent.
 - **Enforcement Officer (0.5 FTE):** There are currently 1.5 FTE Enforcement Officers in addition to the Enforcement Manager. The caseload of the Enforcement team continues at a high level which in turn limits the responsiveness of the team. Enforcement is a vital part of the Planning service in that it ensures decisions are adhered to and development is properly authorised. Enforcement cases have a direct public impact and failure to deal with them promptly can cause distress. In addition, the job description of the Enforcement Manager is being amended to include responsibility for managing the new CIL Officer. Broadening the responsibilities of this post will reduce the caseload capacity. The additional resource for enforcement will provide for a more responsive enforcement service.
 - **Development Monitoring Officer (1FTE):** Monitoring Development is becoming increasingly important and increasingly complex as the pace of

development in the District grows. It is therefore necessary to bolster monitoring resources to ensure an accurate and up to date picture of development is maintained. This data is not only important to ensure national and regional data is provided, but also underpins the collection of CIL and Section 106 data, informs the prioritisation of the Infrastructure Delivery Plan, provides progress against the emerging housing delivery test and enables the maintenance of a 5 year housing land supply.

- **Senior Environmental Health Officer (1FTE from May 2018):** As highlighted in the Health and Community Protection restructure in 2017, a continuing review had been undertaken to assess demands that the increasing workload associated with planning has had upon service delivery. The increasing demands reflect the growing number of planning applications that have been submitted over the last three years. The consequence of this is the need for an additional post in environmental health to provide responsive, high quality advice in support of the planning application process. The post is temporary, as it is expected that after 2 years the most complex environmental health issues associated with the Local Plan sites will have been resolved. At that time, the focus of the post may change meaning that a different range of skills are required.

- 3.3 It should be noted that the increase in Planning Fees will also support the other changes to the establishment including a third Site Delivery Officer, a CIL Officer and a Green Spaces Officer. All these posts have previously been established through Employment Committee
- 3.4 In February 2018 the Executive and Full Council considered a report on the General Fund and Budget for 2018/19. Paragraph 3.3.5 of this report included proposals to make the existing **Projects Manager post** (1FTE)(responsible for the Office relocation Project) permanent. It also proposed a **new Project Officer** (1FTE) post be created to provide additional capacity for a number of key corporate projects including:
- Advertising & Sponsorship
 - Energy efficiency, renewable energy and storage options
 - Local Lottery
 - Enterprise team delivery model
- 3.5 At present Warwick Building Control has a vacant post. The service is amending its approach to recruitment, whereby more emphasis is placed on growing talent within the service rather than recruiting direct in to senior roles. It is therefore proposed to use funding that is currently available for a Building Control Consultant to establish a new **Trainee Building Consultant** post.

4. **Policy Framework**

4.1 **Fit for the Future:**

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 Improved cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and Anti-Social Behaviour (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 new posts will have an important role in supporting the delivery of high quality, safe development and infrastructure whilst taking account of health impacts.	The new posts will have an important role in support good quality design that delivers an environment that people are proud of and supports community safety.	The new posts will play an important role in ensuring S106 and CIL contributions are collected from developments and are spent on delivering infrastructure priorities
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 proposals will ensure the right resources are available to address current priorities for Development Services and Health and Community Protection.	The new posts will ensure a focus on customer priorities and will work closely with services across the Council to ensure a responsive service.	The new posts will support S106 and CIL providing an important and reliable alternative source of funding for infrastructure.

4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies. The Local Plan is one of the key strategies, cutting across many of the FFF strands. The new posts will play an important role in delivering the Local Plan, Infrastructure Delivery Plan and Health and Wellbeing Strategy.

4.3 **Impact Assessment:** There are no equalities or environmental impacts associated with the proposal in this report.

5. **Budgetary Framework**

5.1 The overall costs attributable to the 20% increase in planning fees are dependent on the grades for the Development Monitoring and EHO posts. It is hoped these will both be considered at Hay Panel on 13th March. If this is the case, the agreed grades can be reported verbally.

5.2 If the grades are as anticipated, the three permanent posts to be established from the 20% increase in planning fees will have a recurring cost of £73,000 per year. The temporary Senior Environmental Health Officer post will cost £43,000 per year (£86,000 over two years). 60% of this (£26,000) will be funded from the Planning Fees increase with the remainder to be funded from Service Transformation Budget (as agreed by the Executive in February 2018). The total costs from the Planning Fees increase are comfortably within the projections for additional income.

5.3 The Project Manager and Project Officer posts will cost approximately £77,000 per year. Provision has been made for this within the 2018/19 Budget Report.

5.4 At present a Senior Building Control Officer post is filled on a temporary basis by a former Building Control Officer. This arrangement will be made permanent subject to the post holder achieving the necessary qualifications. This will enable the Building Control Officer post to be deleted and to be replaced by the Trainee Building Consultant. If the temporary arrangement is not made permanent, then the Senior Building Control Officer post will be deleted and will be replaced by the Trainee Building Consultant. In either event, this will bring a saving within Warwick Building Control's ring-fenced budget until such time that the Trainee is fully qualified and is able to operate as a building control officer. The Trainee post will be considered by Hay Panel on 13th March. The agreed grades can be reported verbally

5.5 In June 2017, within the Fit For the Future Executive report, it was agreed, that consequent budget apportionments of the additional income are determined by the S151 Officer in consultation with the Council's Senior Management Team.

6. **Risks**

6.1 There is a risk that the Planning Fees increase will not come forward as projected. If this is the case, it is proposed that the CIL Officer post will be funded from a CIL administration charge. The income and costs will be closely monitored. If there is likely to be any shortfall to meet the planned costs, members will be duly advised within future Budget reports.

7. **Alternative Option(s) considered**

7.1 A number of alternatives were considered regarding how to utilise the Planning Fees increase and in preparing the proposals in the budget report. However, the proposals for utilising the respective sources of funds have already been approved.

 Employment Committee 21st March 2018		Agenda Item 6
Title	People Strategy Update & Social Media Policy	
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	December 2017	
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	5.3.18	Chris Elliott/Andrew Jones/Bill Hunt
Head of Service	5.3.18	Chris Elliott
CMT	5.3.18	As above
Section 151 Officer	5.3.18	Mike Snow
Monitoring Officer	5.3.18	Andy Jones
Finance	5.3.18	Mike Snow
Portfolio Holder(s)	5.3.18	Andrew Mobbs
Consultation & Community Engagement		
This is the People Strategy Update for the last quarter and describes highlights that will be discussed at SMT and People Strategy Steering Group prior to Employment Committee. Unions are also consulted with 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 the People Strategy Action Plan as discussed at the People Strategy Steering group (PSSG).

2. **RECOMMENDATION**

2.1 That Employment Committee note the report and feedback any comments.

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.

3.2 To confirm the updated Social Media Policy

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> 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	Link to our customers and the recognition of how we impact on our	The proposal considers areas to support employment e.g.

with engagement and communications	communities through our people.	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.	Constant improvement in our through digital provision. Monitoring of MI information to review data trends	Value for money in how we attract procure training and deliver through different channels.

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 Cllr Mobbs, Cllr Mrs Bunker, Cllr Naimo and Cllr Falp and supported by the Chief Executive, Heads of Service from Culture, Neighbourhood Services, Housing, the HR Manager and HR Senior Officers.

8.2 The Steering Group meets quarterly prior to the Employment Committee and reviews successful work completion, plans in progress and areas to highlight for discussion.

8.3 Areas of Success/Highlights within the agreed People Strategy themes for the last quarter are:

8.3.1 **Leadership and Organisational Development**

HR continues to support organisational redesigns across the Council

8.3.2 **Workforce Planning and Performance**

- Implementation of Corporate Apprenticeships Scheme with representatives from HR attending 6 Careers Fairs and Assemblies in the district to date. We are reviewing the roles and confirming 10 - 15 possible apprenticeships from September 18. As of 6.3.18 there were a total of 269 views to the Apprenticeship web page. This is a new scheme and continues to evolve.
- The gender pay gap reporting has now been completed representative of data as of 31.3.17 and due to be published by the end of March. A separate report has been prepared for SMT/Employment Committee.
- Update of the priorities of the Workforce Steering Group are as follows:
 - To continue to review our policies and guidelines
 - Investors in People achievement of Bronze in 2015, the next assessment due to be implemented in June 2018 to include a Staff survey
 - Training for managers planned on Business Improvement Processes with a full review

8.3.3 **Equality & Diversity**

As part of the ongoing E & D action plan the first 'Social Media, Discrimination and the Law' session was delivered to 17 Councillors with an emphasis on the consequences of actions relating to Discrimination. We are planning to roll this out to staff (and offer to those Councillors who couldn't attend).

8.3.4 **Learning & Development**

- Following feedback from SMT's appraisal reviews as part of our quality control mechanism, we have amended our Annual Appraisal and Personal Development forms. We are supporting staff with briefings at team meetings to ensure there is emphasis around the conversation and how the benefits of the Appraisal conversation can support development. Managers continue to undertake the Conducting Effective appraisal training to ensure that they are confident in their role in the Appraisal review.
- All managers now have access to their Service Area Skills Matrix for them to log Personal Development plans.
- Training update for 2017/18 to date: A total of 56 in-house corporate training sessions have been delivered with 576 individual attending. Some of

the subjects covered include Recruitment & Selection, Prevent Awareness, Conducting Effective Appraisals, Fire Warden, Time Management, Fraud Awareness Project Griffin and Institute of Safety & Health (IOSH) Managing Safely and Working Safely.

- In 2017/18 to date we have 31 staff and managers qualified in IOSH Managing Safely and 14 staff qualified in IOSH Working Safely.
- Our 2018-19 Learning & development opportunities are now being scheduled and in addition to courses previously delivered we have organised Business Improvement Techniques and Effective Complaint Handling.
- As per the review and implementation of revised subsistence rates for the organisation, we have reviewed the subsistence/expenses for attending external training to align with this policy to ensure consistency.

8.3.5 Communications , Involvement and Engagement

- Following the restructure in December, the Digital Communications and Social Media Officer and the Marketing & Communications Officer have both been confirmed into full time roles. This will give greater resilience within the team.
- Working in partnership, Learning and Development, the Media Team and WCC delivered Social Media training to councillors to help them set up on social media and learn the benefits of using it appropriately. The pros and cons of social media were highlighted, with examples of bad practice evidenced by a further briefing related to Discrimination and the Law.
- A new Website Manager joins us in March to continue and improve on our existing award winning website.
- The media team have worked with HR to launch a campaign to promote apprenticeships at the Council, producing a webpage, a video and printed material as well as giveaways for exhibitions at school and college presentations.
- Media team supported the annual District Council Network conference at Chesford Grange, an exhibition stand promoted the district, the council and the services we offer. Our calendars were given away to delegates, along with a welcome postcard from the Chief Executive and Leader of the Council.
- The Chief Executive's Expo has been booked this year for the 9 & 10th May at the Spa Centre. Staff have been given the dates to save and further planning is now underway to co-ordinate the talk and service area's exhibition stands.
- The Staff Voice group has been reviewed and membership confirmed. The Group will be chaired by the Marketing and Communications Manager and report into Workforce Steering Group. There will be a clear process for reviewing projects, policies and initiatives and a way of feeding back issues and outcomes to WSG.
- Internal Audit of Communications (social media) achieved a 'substantial' result with recommendations to ensure the council's social media policy has appropriate approval and to include it with the social media training that is currently underway for all staff and councillors.
- The social media policy (Appendix1) is attached, staff will be directed to read and understand the policy and how it applies to their use of social media both in work and in their own time.

8.3.6 Employee Well-being, Reward and Recognition

- A report has been prepared for the Health Overview & Scrutiny Sub-committee highlighting our co-ordinated approach to health and well-being as part of the 'Health and Well-being Approach'.
- Everyone Active joined us mid December 2017 as part of the Christmas Jumper fundraising event to encourage staff to sign up for membership and start the new year with a commitment to being more physically active. They also ran a Spin-a-thon at Newbold Comyn in January 2018 to raise money for Mind & Macmillan.
- Further events planned throughout 2018: Awareness and Health Check events for WDC staff and Councillors; 'Everyone Active' to return to review how our 'internal ages' have developed; training on Health & Wellbeing related subjects as part of Learning & Development opportunities; the Community Partnership team are currently promoting opportunities for staff to undertake Health Walks from RSH during lunch breaks; Building on the success of the staff "table tennis leagues" and to consider other activities in the workplace to encourage well-being during the working day.

The background features a large white speech bubble in the center containing the title. Surrounding it are several smaller speech bubbles of various colors (blue, red, orange, grey) containing icons for social media platforms: WhatsApp, Twitter, YouTube, Instagram, RSS, LinkedIn, Facebook, and YouTube. There are also some empty speech bubble outlines.

WARWICK DISTRICT COUNCIL
**SOCIAL MEDIA
POLICY 2018**

WELCOME...

Finding a new way to engage with our residents...

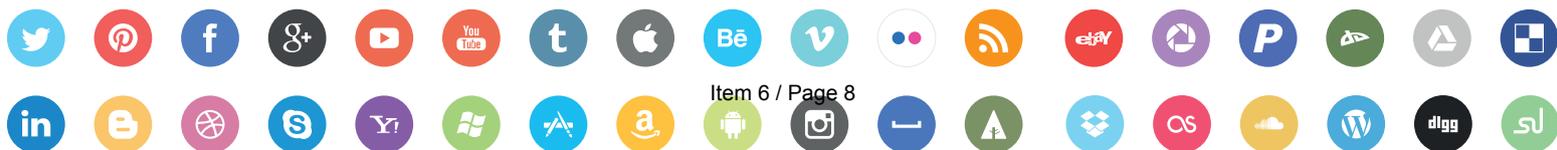
For many of us, social media is now a staple part of our lives, which we access on a daily, if not hourly sometimes, basis!

The same goes for our residents; social media tools are a valuable way of engaging with and getting messages to and from our local community.

The benefits to the council of having a presence on social networks include:

- Interacting with the community and residents in a non-corporate environment;
- Providing opportunities for officers and members to be more open and democratic by engaging with people;
- Demonstrating our corporate values of being community focussed, open and transparent;
- Enhancing the council's reputation by providing good quality, timely customer service and information.

In this document, you will find how the Council manages its social media presence, and what you can do in your service areas.



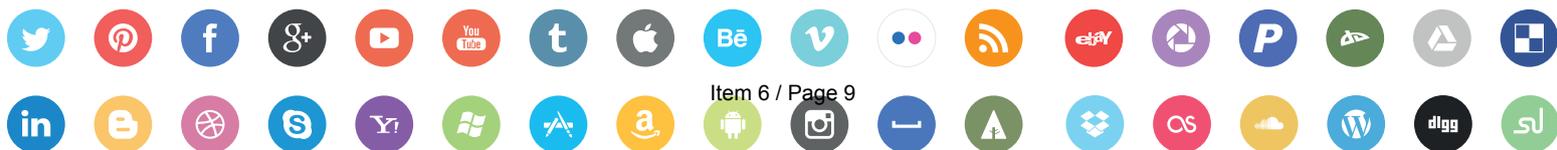
MEET THE TEAM...

Corporately, social media is managed by the Media Team.

We manage the **@warwick_dc** Twitter account and have an overview and give advice on other social media accounts run by other departments in the council. If you are thinking of setting up your own social media account, be it Twitter, Facebook, Instagram, Google+ or any others, for work purposes, then please contact us first to discuss.

- **Nicki Curwood** Marketing and Communications Manager
- **Nicola Mills** Marketing and Communications Officer
- **Kristopher Walton** Digital Content & Social Media Officer
- **Matthew Pearce** Website Service Manager

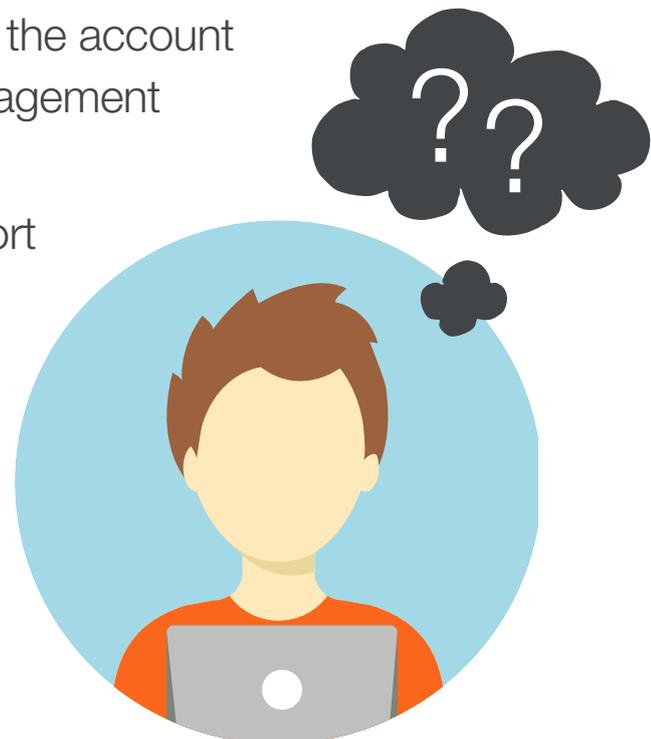
Contact us on **ext 6069** or email **media@warwickdc.gov.uk**



SETTING UP A SOCIAL MEDIA PROFILE

Before setting up any kind of social media profile for work purposes, think about the following:

- What are you hoping to achieve?
- Is your target audience on social media?
- Are you going to be updating frequently with a variation in content?
- Could your messages be more successful when promoted from the corporate account?
- Who is going to manage and monitor the account every single day?
- What support will you need from the rest of your team?
- Does everyone agree on your goals for the account and are they willing to pick up the management of it when you are not available?
- How are you going to monitor and report back on the account's successes and failures?
- Has this been agreed by your Service Area Manager?
- How are you going to access this account, particularly if it requires out of hours monitoring?



Speak to
the Media
Team first!

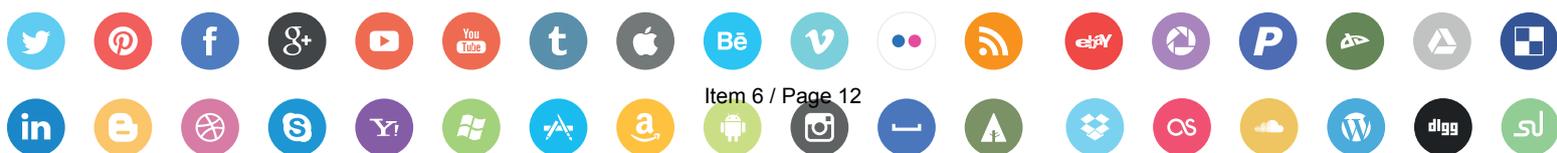
When setting up your account...

- 1 Speak to the Media Team first!
- 2 Your account must reference Warwick District Council in some way, i.e. **@WDCLifecycle**. It should also be generic, so, for example, if you left the Council, could someone else pick it up without having to change the name? **@tominplanning** for example, would not be allowed as a name; **@wdcplanning** would.
- 3 Once you have set up your account, you need to tell the Media Team your username and password. The Media Team and the WDC web manager have the right to access and take control of your account at any time if we feel it is being misused in any way. Your account details will be kept secure and only used if absolutely necessary.
- 4 Make sure you put aside some time each day to thoroughly check your account and respond to any queries – a good start might be 20 minutes in the morning and 20 minutes in the afternoon.
- 5 Your profile description should advise this is an official WDC account with a link to the website. Try to avoid using the WDC logo as the profile picture, as too many accounts with the same image can cause confusion.

- 6 Think about how you could brand your service area's profile – speak to the Design team to discuss this.

It should also state when the twitter account will be monitored, for example between the hours of 9am-5pm, Monday to Friday. You don't want your followers to have an expectation that they will get a response on a Saturday afternoon, if no one is around to monitor the account. Make this clear.

- 7 All official WDC social media accounts must be listed on [our website](#). Please speak to Kris Walton about this.



SOCIAL MEDIA ETIQUETTE

Remember you are representing the council; use the same tone of language and politeness that you would use in any other form of communication (i.e. letter, email, face to face). The only difference is that you need to keep the details short and to the point and remember to be friendly.

Don't get drawn in to arguments with people – if you feel a situation is escalating, ask the other person for their direct contact details or move the conversation to DM (direct message).

Always respond to genuine questions – if someone is clearly baiting or not asking a direct question, then you are within your rights not to respond. If you have been asked a genuine question, you should always strive to answer as soon as possible. If you don't know the answer, tell the person that you will find out and state when you will get back to them.

Things to think about...





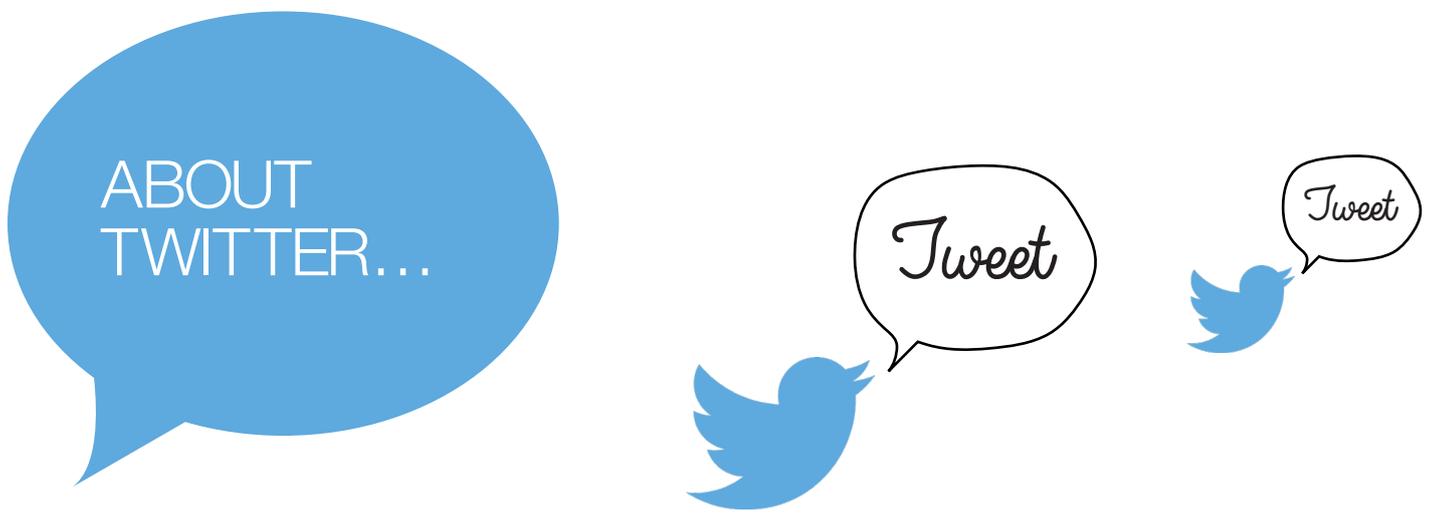
Things to think about...

Concerns around social networks normally relate to the fact that anybody can affect the online content and that, as a result, the credibility or legality of web content could suffer.

We need to ensure that:

- Our credibility and reputation are not damaged;
- The public are clear which sites actually represent the council;
- We avoid legal risks and are aware that our social network content is subject to copyright, data protection and freedom of information legislation.
- There are benefits to having a presence on social network sites for the council and the community.
- Staff and members setting up a site or contributing to a site that represents the council or appears to represent the council must follow the set procedure and guidelines stated in this policy.
- Social media is a two way communication tool between WDC and our customers. Used effectively and in line with this Policy, WDC social media sites offer a great opportunity for engagement and interaction with our customers.





We cannot control what people are going to say about us online, they will do that whether we have a presence or not. What we can control is how we effectively get a strong and clear message out to answer their concerns.

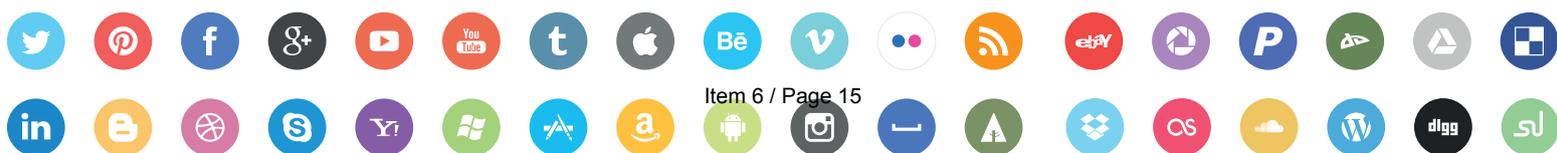
Twitter is a real-time communication tool that allows you to interact with other Twitter users, using short (280 characters or less) messages. If you are completely new to Twitter, please contact the Media Team and we will organise a brief session to go through it with you.

REMEMBER Twitter is a two way communication tool. It should enable swift and direct communication between WDC and our customers. Twitter is a brilliant communication tool as long as our customers know and trust us to respond.

All tweets issued on behalf of WDC need to adhere to this policy. Failure to do so may result in your service area Twitter accounts being temporarily closed by the Media Team and reviewed.

Tweeting good practice

The culture of Twitter is that users expect interactions and



responses to be immediate. A tweet should be responded to as soon as possible, certainly within 24 hours. If an answer requires research, then a holding response of, 'Thank you for your Tweet, we will get back to you as soon as possible' should be issued. Proactive tweets should, in the first instance, be informative. Your followers do not need to know about internal or personal matters. They are also not interested in mundane news such as, someone has brought cakes in to the office. You should also avoid using a corporate Twitter account for fundraising or advertising non-council products and services.

Your tone of voice should be friendly, informative and consistent. Twitter is to be used as an information sharing tool, and not just for marketing.

**Ask yourself, is the information you want to distribute of interest to my followers?
Does it enhance their lives in any way?**

Using #hashtags

Hashtags allow you to join in with other conversations and let



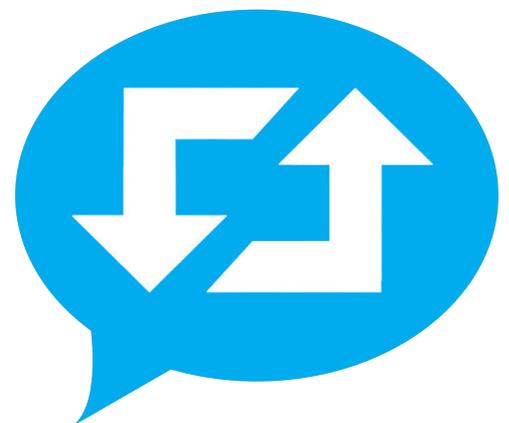
people know what you are tweeting about without tweeting them directly. For instance, you could write a tweet using the hashtag #generalelection, knowing that anyone searching that hashtag might now see your tweets, therefore expanding your audience. For further advice about effectively using hashtags, contact the Media Team.

Adding photos

Adding photos to your tweets can make them more attractive for a reader if they are just scrolling through their newsfeed. Try and add photos if you can, but only if they are relevant and enhance your message. Where possible, avoid using stock images as Twitter users will not engage with these.

Who to make contact with

The aim of Twitter is to get as many relevant, interested parties following you as possible in order to spread your message far and wide. You can start by looking at other similar Twitter accounts to see who they are following and start following them and their followers. You can also search local influential people, journalists, broadcasters, bloggers, partner organisations etc. and see who they follow. Don't be afraid to follow other people – if you are following someone, they are more likely to follow you back.



Retweeting and liking

Retweeting someone is a good way to share their interesting messages. For example, if you see something that the local police has tweeted and think your followers may benefit from seeing the message, then you can retweet it.

The more retweets you can get for your own messages, the better. This means that more people are seeing your tweets! Before retweeting anything, think about whether it is appropriate and what our residents might think when they read it – will they appreciate us sharing the message, or will they think we are sitting around wasting time?

There is often the belief that ‘retweets do not equal endorsements’. However, simply retweeting someone else’s message still gives the impression that this is something that you, or the organisation, believe in.

If it is something that you are sharing to generate discussion, then ‘quote’ the tweet and add your own words to it, in order to provide context and a reason for you sharing the tweet.

Liking something is just the same as on Facebook – you are acknowledging that you like the tweet.

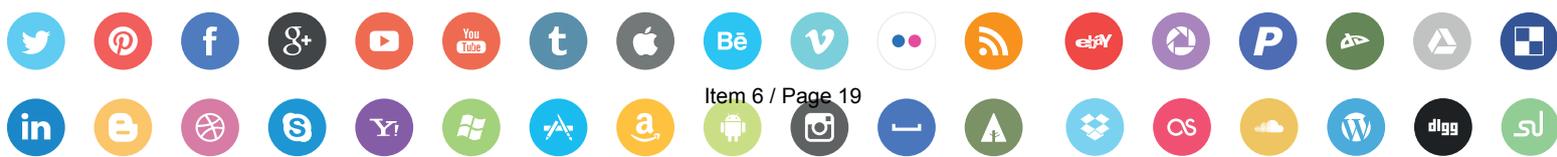
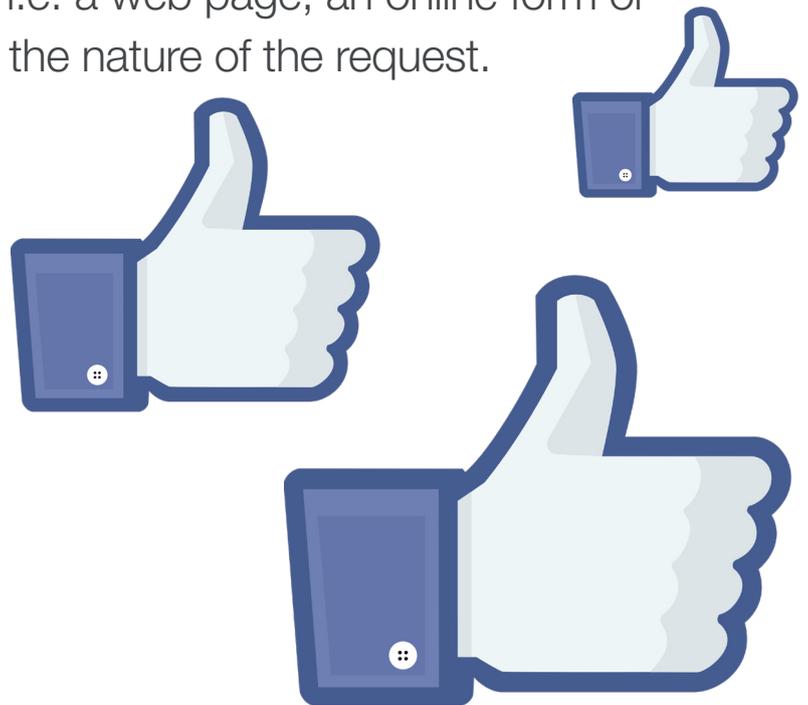


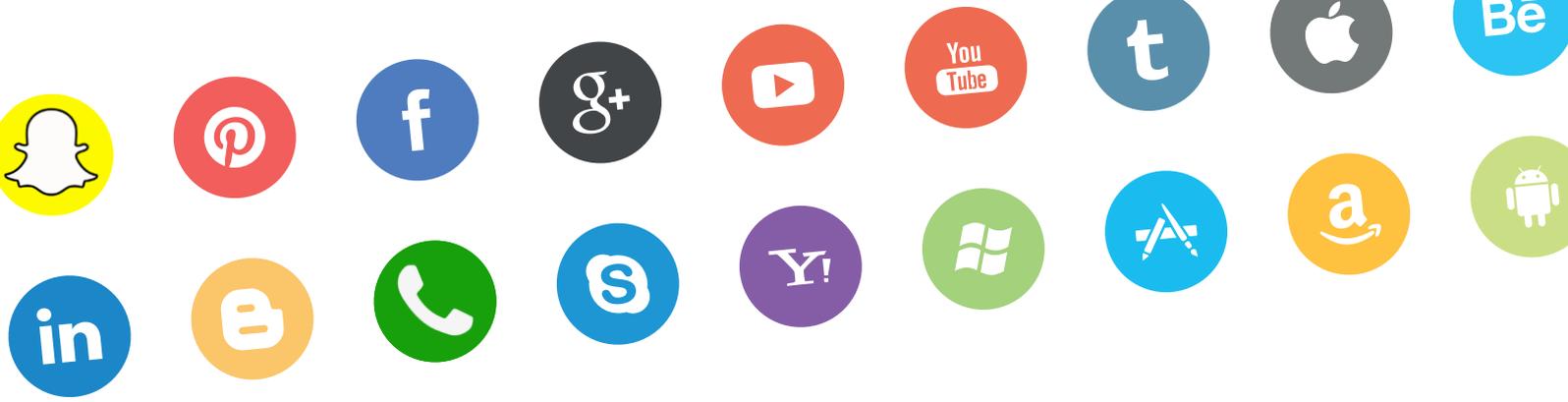
ABOUT FACEBOOK...

Tools for monitoring

The Media Team uses Hootsuite to monitor and manage its social media accounts. There is a charge associated with this, so please see the Media Team before setting up a Hootsuite or Tweetdeck account. Using Hootsuite enables us to post ow.ly links, which are shortened versions of web addresses and are trackable. If you think you might want to post a lot of links and then report on them, please talk to us.

Link back to the WDC website as standard. For service requests, point customers to the appropriate channel so that their request can be recorded and tracked i.e. a web page, an online form or phone number depending on the nature of the request.





The majority of people now have Facebook accounts and know how they work. WDC doesn't have a corporate Facebook account but there are a couple of departments that do, the local dog warden is a very good example. Facebook accounts take a lot of work because people can write lengthy dialogue that will need responding to and you have a lot more space to fill with images and longer posts. We recommend you contact the Media Team if you want to set up a Facebook account. We will also be able to discuss using Facebook to boost your posts so that you can maximise the number of people that see them – there is a charge associated with this.

About other social media channels...

There are many social media channels, such as youtube, Instagram, Snapchat, Whatsapp etc. with new ones coming and going every day. If you want to set up a different social media account, please speak to the Media Team.



A few other things to remember...

When you are representing (or giving the appearance of representing) the council, social networking sites and applications:

- Once you've said it, it's out there and you can't take it back! Everything happens at lightning speed on social media, so think before you post.



- Must not be used to publish any content which may result in actions for defamation, discrimination, breaches of copyright, data protection or other claims for damages. This includes but is not limited to material of an illegal, sexual or offensive nature that may bring the council into disrepute.
- Must not be used for party political purposes as the council is not permitted to publish material which ‘in whole or part appears to affect public support for a political party’ (LGA 1986). Be aware of the time in the run up to Elections, known as Purdah. The Media Team can provide more information on Purdah if necessary and a message is usually put on the intranet when this phase is entered with an explanation.
- Must not be used for the promotion of personal financial interests, personal commercial ventures or personal campaigns.
- Must not be used in an abusive or hateful manner.
- Must not be used for actions that would put council representatives in breach of Council Codes of Conduct or policies relating to elected members or staff.
- Must not breach the council’s misconduct, equal opportunities or bullying and harassment policies.

In addition, council resources (e.g. a council computer) must not be used to support a political party in a personal capacity on social network sites.



Please refer to the Internet Acceptable Usage Policy (inc. Social Media) on the intranet for more information on using social media at work.

Any breach of this policy by staff may lead to disciplinary action being taken and, in cases of gross misconduct, termination of employment without notice.

Some cases may result in the council informing the police and criminal action may follow. For members, references in this policy to disciplinary action will mean referral to the Standards Committee and this document will be treated as a local protocol for this purpose. Any breach of this policy by suppliers will be subject to appropriate action by the relevant Deputy Chief Executive.

Should the council be sued due to misuse of Council ICT equipment or the actions of a user which contravene this policy, the council reserves the right to claim damages from the authorised user concerned.

These guidelines also apply to your personal accounts if you mention that you work at Warwick District Council and you have colleagues that are friends or followers of your social media accounts.

Please refer to the Internet Acceptable Usage Policy (inc. Social Media) on the intranet.

YOUR SOCIAL MEDIA CHECKLIST

Before setting up a WDC social media account, you must:

- Chat through your proposed social media account with the Media Team to ensure the account is appropriate. The account will then be approved by the Media Team and you can set it up.

YES

Be clear on the aims and objectives of your social media account:

- Have your target market(s) been identified?

YES

- Are you clear who your audience is?

YES

- “Tone of Voice’ – will the social media account have a consistent ‘tone of voice’ and not vary according to the person using the account?

YES

- Is your social media site bringing something new and not just replicating content on existing WDC web sites or social media accounts?

YES



• WDC social media accounts are to be used as a two way communication tool. Are procedures in place to ensure the opportunity for conversation on social media sites between WDC and its customers?

YES

• Have procedures been put in place to ensure the social media accounts are monitored on a daily basis?

YES

• Are procedures in place to ensure the content will be kept up to date?

YES

• Who in your team will monitor the content to see if it is appropriate?

YES

• Is content in 'plain English'?

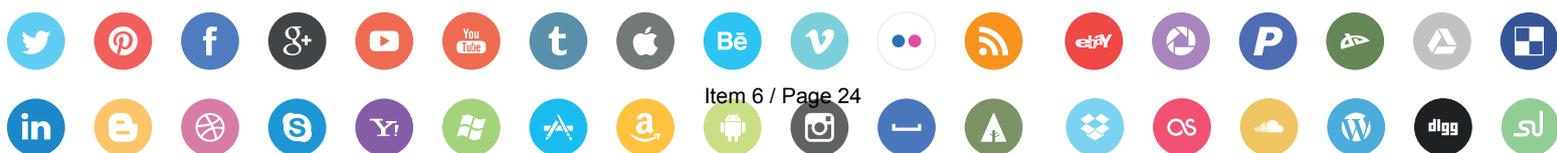
YES

• WDC's social media accounts are monitored by the Media Team for appropriateness, accessibility, content and tone. It is advisable that a minimum of two staff members have access to the social media site to help ensure appropriate use. Do a minimum of two staff members have access to the social media account?

YES

• Have all staff using social media had social media training? Social media training can be requested from the Marketing and Communications manager. All staff using social media must read WDC social media policy and fill out this checklist.

YES



• Are procedures in place to secure the privacy of WDC staff using the social media account and its' customers?

YES

• Are all staff aware of 'Purdah' and the restriction on publicity for members/ councillors/political parties in the run up to elections?

YES

• Has a system of monitoring the effectiveness of your social media accounts been set up?

YES

• Is it clear who will close the account when it is no longer required?

YES

• Has your Service Area Manager agreed to the account being set up?

YES

Important news should go on the website as well, not just social media. 160,000 people visit the website every month and pages are relatively static i.e. they remain in place for hours, days, weeks. On the other hand Twitter is live and constantly updated. On average around 5% of an account's followers (we have 9000) see any single tweet so we cannot rely on it solely for important news or announcements.



 Employment Committee 21st March 2018		Agenda Item No. 7
Title	Pay Policy Statement & Gender Pay Gap Reporting	
For further information about this report please contact	Elaine Priestley Senior HR Officer 01926 456682 Mike Snow Head of Finance 01926 456800 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	None	
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	2.3.18	Chris Elliott/Bill Hunt/Andy Jones
Head of Service	2.3.18	Chris Elliott
CMT	2.3.18	As above
Section 151 Officer	2.3.18	Mike Snow
Monitoring Officer	2.3.18	Andy Jones
Finance	2.3.18	Mike Snow
Portfolio Holder(s)	5.3.18	Cllr Mobbs
Consultation & Community Engagement		
Final Decision?	Yes/No	
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

- 1.1 The report presents the Council's Pay Policy Statement for 2018-19 as required under the Localism Act 2011, 2011 Chapter 20, Part 1 Local Government, Chapter 8 Pay Accountability. It sets out the authority's policies for the financial year relating to the remuneration of chief officers, the remuneration of the lowest paid employees and the relationship between the remuneration of its chief officers and its employees that are not chief officers.
- 1.2 The report gives a definition of chief officers and lowest paid employees. It covers different elements of remuneration and outlines the guidelines and policies that govern remuneration.
- 1.3 It includes mandatory gender pay gap information that must be reported to central government and published on the Warwick District Council website

2. RECOMMENDATION

- 2.1 That Full Council approve the Pay Policy Statement – Appendix 1 – as presented and agree for its publication for the 2018-19 financial year.
- 2.2 That Full Council agree to publication of the approved Pay Policy Statement on an annual basis with reviews and amendments in-year if required subject to agreement at Full Council.
- 2.3 That the Employment Committee and Full Council note the Gender Pay Gap reporting as presented in Appendix 2.

3. REASONS FOR THE RECOMMENDATION

- 3.1 A Pay Policy Statement is requirement under the Localism Act 2011 and needs to be formally adopted by the Council each year; this is the seventh annual statement.
- 3.2 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.

4. POLICY FRAMEWORK

4.1

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> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment

	ASB	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.

4.1 **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. The costs of the Pay Policy are all reflected within the Council's agreed Budget.

6. **RISKS**

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

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

8.2 Reporting and publishing the attached gender pay gap information is a legal requirement. This is the first year it has been in place

8.3 Main Points from the Pay Policy

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

8.3.2. The statement must contain details of the authority's policies in relation to remuneration for its chief officers

8.3.3 It must also include a definition of its lowest paid workers and the policy in relation to their remuneration.

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

8.3.5 The statement also includes levels and elements of remuneration for chief officers, remuneration for the recruitment of chief officers, increases and additions to chief officers, performance related or other bonuses for chief officers, the approach to chief officer remuneration if they cease to hold office or cease employment and the publication of and access to information relating to chief officer remuneration.

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

8.4 Main Points from the Gender Pay Gap Reporting (Appendix 2)

- 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.
- WDC Mean Gender Pay Gap is 7.9%/Median Gender pay gap 6.4%. The small gender pay gap demonstrates that WDC are not paying men and women differently for the same or equivalent work.
- It should be noted that as this snapshot was taken at 31 March 2017, it includes a number of staff and casuals employed in the Leisure Centres, prior to the TUPE.

PAY POLICY STATEMENT 2018/19**Introduction and Purpose**

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

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

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

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

Once approved by Full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time. This is the seventh Pay Policy Statement published; the first was for 2012/13.

REMUNERATION PROVISIONS**Definition of Chief Officers**

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

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

Definition of Lowest Paid Employees

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

In October 2014 the Living Wage Foundation rate (£8.45 wef 1.4.17) was introduced as a discretionary supplement to ensure that all staff paid below the Living Wage Foundation rate were uplifted to that rate.

A review of the Council's grading structure will be undertaken in conjunction with the NJC's National Review of the Local Government Salary Scales. In anticipation of the potential changes and impacts, the National Living Wage Foundation discretionary supplement has been frozen at the April 2017 rate of £8.45. A 2% pay increase will be applied to this rate subject to the NJC Pay Award agreement.

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

The recommended pay rates should not be lower than the National Minimum Wage and the District Council has adopted a pay range for apprentices with accords with National Rates for apprentices.

Section 1- POLICY ON REMUNERATION OF CHIEF OFFICERS

1. Levels of Pay for Each Chief Officer

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

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

Employer contributions for LGPS for 2018/19 is 19.6% and Employee contributions can be found at www.warwickshire.gov.uk/pensions

These elements of remuneration for 2017/18 are set out below. With effect from 1st April 2018 these rates are subject to the JNC 2018/19 pay award. This has not yet been agreed at a National Level.

2. Elements of Remuneration for Each Chief Officer

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

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

The Council's Monitoring Officer role is carried out by one of the Deputy Chief Executives as part of the current role; a separate payment for Monitoring Officer is not made.

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

3. Pay Levels on Recruitment

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

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

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

4. Increases to Pay

Any cost of living increases agreed through JNC are applied to Chief Officers pay. This is typically on 1st April each year and incremental increase to their pay will be applied as follows:

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

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

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

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

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

5. Performance Related Pay or Bonuses

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

6. Termination Payments

In the case of redundancy, a severance payment would be made to a Chief Officer in line with the current the Redeployment and Stability of Employment policies and as per the Redundancy Calculator, subject to Statutory Maximum (which takes account of all the costs of the termination).

Leavers who wish to apply for Early Retirement or Flexible Retirement may do so in accordance with the associated policies for early retirement and flexible retirement, subject to Statutory Maximum.

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

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

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

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

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

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

The Council implemented a discretionary supplement in October 2014 for staff paid spinal column point 12 and below to bring their hourly rate in line with National Living Wage Foundation (NLWF). The NLWF rate was increased to £8.45 in October 2016 and it was agreed within the February 2017 Budget Report to implement with effect from 1st April 2017. In light of the implementation of the new statutory National Living Wage and the 2018/19 NJC National Pay negotiations it was agreed in September 2017 to freeze the NLWF rate at £8.45 with effect from 1st April 2018, and review a pay increase with a view to applying the nationally agreed pay award, potentially 2%.

Using the Hay Job Evaluation process, the Councils uses the nationally negotiated pay spine (further details can be found at www.LGE.gov.uk) as the basis for its local grading structure. This determines the salaries of the large majority of the workforce – apart from Chief Officers - together with the use of other nationally defined rates where relevant. The last increase to the national pay scheme was April 2017 and

negotiations are currently underway in respect of a two year pay deal for 2018/19 and 19/20.

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

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

During 2012/13, the Council fulfilled its commitment to employ Apprentices and had two young people engaged under this scheme. Both apprentices secured employment within the Council. In 2014/15 two more Apprentices were recruited. There are currently three apprentices within the authority and funding has been agreed to support the recruitment of up to 8 more apprentices in supernumerary posts.

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

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

Currently the average (mean) of the Chief Officers' pay is 2.9 times that of the rest of the employees. The highest earning Chief Officer earns 4.2 times the mean of the rest of the employees. The highest earning Chief Officer earns 12.1 times the lowest paid employees.

Currently the median Chief Officers' pay is 2.7 times that of the rest of the employees. The highest earning Chief Officer earns 4.6 times the median salary of the rest of the employees.

These figures are accurate as of January 2018 and exclude any other payments or allowances.

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

Section 4 - PUBLICITY AND ACCESS TO INFORMATION

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

Section 5 - RELATED DOCUMENTS

Early Retirement	Flexible Retirement
Redeployment and Stability of Employment	Ill-Health Retirement Policy
Recruitment Policy	Honoraria Policy
Final Increment Scheme for Chief Officers	Capability Policy
Disciplinary Policy	Car Users guidelines
Hay Job Evaluation Scheme Outline	

Date of first issue:	March 2012
Date of Version 2:	March 2013
Date of Version 3:	March 2014
Date of Version 4:	January 2015
Date of Version 5:	March 2016
Date of Version 6:	March 2017
Date of Version 7:	March 2018
Date of next review:	January 2019

WARWICK SENIOR MANAGERS GRADES 2017/18
(WSMG Scheme for Chief Officers excluding the Chief Executive)

Basic Pay

Grade	Post	Starting Point	Mid Point	Max Point
	Chief Executive	£98,652	-	£108,015
WSMG1	Deputy Chief Executive	£81,158	£84,540	£87,921
WSMG2	Head of Finance	£71,793	£74,655	£77,516
WSMG3	Head of Housing Services check	£57,549	£59,949	£62,349
WSMG3	Head of Neighbourhood Services	£57,549	£59,949	£62,349
WSMG3	Head of Cultural Services	£57,549	£59,949	£62,349
WSMG3	Head of Development Services	£57,549	£59,949	£62,349
WSMG3	Head of Health and Community Protection	£57,549	£59,949	£62,349

Chief Officers and Chief Executive will receive a pay award with effect from 1.4.18 which has not yet been agreed.

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

The accumulative mileage claim for the Chief Officer population for 2017/18 is approximately £1,783. It is estimated that the figure would be in the same region for 2018/19.

Election Allowance for 2017/18 (Chief Executive only)

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

Honorarium Payments

None expected for Chief Officers in 2017/18

Relocation Scheme

None anticipated for 2017/18

Mortgage Subsidy Scheme

None currently

Warwick District Council
Gender Pay Report
(as of 31.3.17)

1 Background Information

- 1.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (S1 2017/353) require public sector employers with 250 or more employees to publish their gender pay gap information. There is a similar requirement of the private sector.
- 1.2 As an employer with a headcount of more than 250 the Council is required to publish the following data annually, as at 31 March each year.

- The mean gender pay gap
- The median gender pay gap
- The mean bonus gender pay gap (*not applicable*)
- The median bonus gender pay gap (*not applicable*)
- The proportion of males receiving a bonus payment (*not applicable*)
- The proportion of females receiving a bonus payment (*not applicable*)
- The proportion of males and females in each quartile pay band

The information must be published on both the Council's website and available for at least 3 years and on the designated government website.

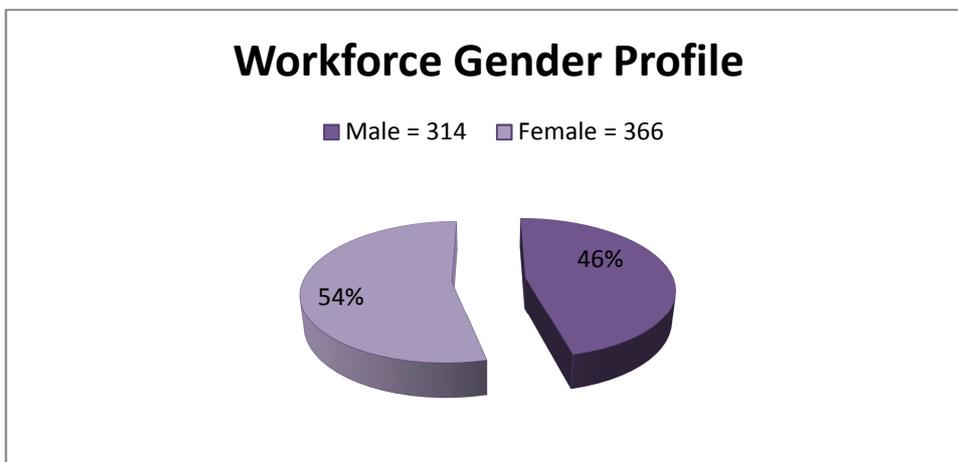
The Council does not pay bonuses and therefore there is no calculation for these areas.

This requirement is that data for the previous year is reported by 31st March the following year. Therefore this report is based on data as at 31st March 2017.

2 WDC Data

- 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
- 2.3 The data does not include the following:
- Temporary staff employed through Comensura

2.4 Gender Profile



2.5 Mean and Median Gender Pay Gaps

WDC Mean and Median Gender Pay Gaps	
WDC Mean Gender Pay Gap	7.9%
WDC Median Gender Pay Gap	6.4%

The definitions of Mean and Median are:

Mean – the average of all the numbers in the dataset

Median – the figure that falls in the middle of a range when everyone’s pay is lined up from smallest to largest

2.6 Pay Quartiles

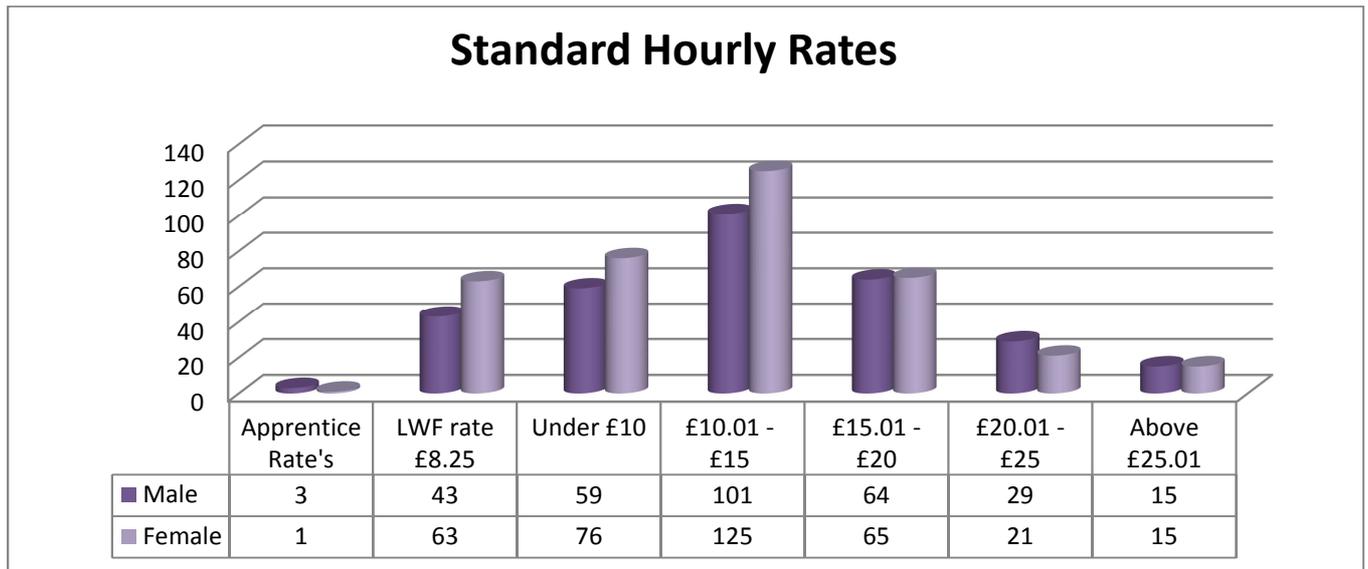
WDC Pay Quartiles by Gender			
Quartile	Males	Females	Description
Lower Quartile	44%	56%	Includes all employees whose standard hourly rate places them at or below the lower quartile
Lower Middle Quartile	44%	56%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
Upper Middle Quartile	44%	56%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
Upper Quartile	54%	46%	Includes all employees whose standard hourly rate places them above the upper quartile

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

- Basic Salary
- Casual payments
- Additional hours worked in other roles
- Honoraria
- Long service awards
- 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
- Additional hours in same role
- Mileage, subsistence and other expenses
- Redundancy payments
- Anyone receiving nil pay during the period
- Salary sacrifice amounts



3 Commentary

3.1 Under the Equal Pay Act 1970, men and women 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.

WDC 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). In order to achieve this WDC:

- operates job evaluation methodology to grade all jobs, using the Hay Job Evaluation Scheme to ensure that jobs are paid fairly;
- ensures that allowances are awarded fairly and consistently across the Council;
- re-evaluates job roles and pay grades as necessary to ensure a fair structure.

3.2 The small gender pay gap demonstrates that WDC are not paying men and women differently for the same or equivalent work.

The small gender pay gap may be as a result of the roles in which men and women undertake within the Council and the salaries that these roles attract.

It should be noted that as this snapshot was taken at 31 March 2017, it includes a number of staff and casuals employed in the Leisure Centres, prior to the TUPE.

3.3 This data was compiled using a standard report compiled by Coventry CC who administer WDC's payroll. The data will be refined going forward, with WDC compiling its own reports which will mean that further data can be undertaken including, for example, providing analysis by age.

3.4 The analysis of the data gathered from the 31 March 2018 snapshot will be brought to September 2018 Employment, to include analysis by age and further benchmarking.

4 Benchmarking

4.1 The following table identifies some examples of comparable information reported to date (1/3/18) in order to provide a benchmark for the WDC figures.

Appendix 2

Council	Mean Gender Pay Gap
Poole	1.1%
Hinckley & Bosworth *	4.3%
Warwick	7.9%
Wycombe	9.7%
Chiltern	15%
Herefordshire	16.3%
Stratford upon Avon *	20.59%
Broadland (Norfolk)	26.8%

* These are the only local councils who have published their data (as representative 31.3.17)

The Guardian 28/2/18 - 197 (15%) companies reported higher median salaries for women; 950 (74%) companies reported higher median salaries for men; 11% pay the same for men and women

Office for National Statistics (ONS) April 2017 Survey – in 1997 the mean gender pay gap between men and women for full time workers was 17.4%; this fell in 2011 to 10.5%; and fell again to 9.1% in 2017.

Annual Survey of Hours and Earnings (ASHE) April 2016 – 16.3% median gender pay gap within public sector (18.1% for all industries and sectors)

Sue Firminger and Karen Weatherburn
HR

1 March 2018

 Employment Committee 21 March 2018		Agenda Item No. 8
Title	Information Security & Conduct Policy	
For further information about this report please contact	Graham Leach Democratic Services Manager & Deputy Monitoring Officer 01926 456114 graham.leach@warwickdc.gov.uk	
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	N/A	
Background Papers	None	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	8/3/2018	Andrew Jones
Head of Service		
CMT		
Section 151 Officer	12/3/2018	Mike Snow
Monitoring Officer	12/3/2018	Andrew Jones
Finance	8/3/2018	Jenny Clayton
Portfolio Holder(s)	12/3/2018	Andrew Mobbs
Consultation & Community Engagement		
Ty Walter – ICT Manager – 7/3/2018 Anna More – Information Governance Manager – 7/3/2018 Tracy Dolphin – HR Manager – 7/3/2018		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 The report brings forward revisions to the current Information Security & Conduct Policy for Warwick District Council to ensure it complies with General Data Protection Regulations that come into force in May 2018.

2. **Recommendation**

- 2.1 That the Employment Committee approve the revised Warwick District Council Information & Security Conduct Policy is adopted, as set out at Appendix 2.

3. **Reasons for the Recommendation**

- 3.1 From 25 May 2018 the UK will be subject to the General Data Protection Regulations from the EU. These will replace the current Data Protection Act 1998 and will be supplemented (and in due course) replaced by the Data Protection Act 2018.
- 3.2 The Council will be required to abide by the regulations because of its need to handle personal data in order to carry out its functions as a local authority.
- 3.3 Under the regulations the Council must appoint a Data Protection Officer. The Council has completed this duty via a shared Information Governance Manger with Stratford District Council as part of a two year agreement.
- 3.4 A revised Information Governance Framework will be brought to the Executive, along with relevant polices for consideration at their meeting in April. However the Information Security & Conduct Policy, which forms part of the remit of Employment Committee.
- 3.5 The Policy has only had minor amendments to reflect the new Regulations and forthcoming Data Protection Act within the UK, as well as including further details. The amendments are summarised at Appendix 1 with the revised Policy set out at Appendix 2.

4. **Policy Framework**

4.1 **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 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> 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		
No direct impact	No direct impact	No direct impact
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		
<i>The policy intend to put in place good governance structure to ensure staff can act in accordance with the law and continue to deliver excellent service.</i>	<i>The policy provides assurance to our customers that their personal data and information is handled securely and treated with the respect that it deserves.</i>	<i>No direct impact.</i>

4.2 **Supporting Strategies** - The report does not directly relate to any of the supporting strategies.

4.3 **Changes to Existing Policies** – the report brings forward revisions to the Information Security & Conduct Policy and these will be cross referenced within the Information Governance Framework.

4.4 **Impact Assessments** – An impact assessment has not been undertaken because the report brings forward new policies in line with EU regulations and statutory requirements.

5. Budgetary Framework

5.1 The report does not impact on budget framework or the budget for the Council.

6. Risks

- 6.1 The main risk associated with the report is the non adoption of the proposed Framework and Policies because the revisions need to be in place ahead of GDPR coming into force on 25 May and time needs to be allowed to make staff aware of these.

7. Alternative Option(s) considered

- 7.1 The Employment Committee could consider approving the Information Governance Framework and policies with suitable amendments but this is not recommended because these have been developed using best practice and experience from other authorities.

Summary of the Changes made to the Information Security and Conduct Policy

Text in *italics* is an addition.

Text ~~struck through~~ is to be removed

Section 1 Management Summary

A new introductory paragraph has been added so that it reads:

This high level policy is one of a series that forms the policy core of the Information Governance (IG) Framework. The IG Framework recognises that sound information management relies on best practice from a number of different disciplines. These are privacy management, Information law and rights, information security and risk management, records management and information quality management.

Section 2 Policy Statement

The first paragraph has been revised as follows:

Warwick District Council is committed to the development and maintenance of an *Information Security and Conduct Policy*. ~~Information Security Management System (ISMS)~~. *The Information Security and Conduct Policy ISMS* will ensure that:

Two additional points added to bullet point list

- *An Information Asset Register is maintained*
- *Information security risks are regularly re-assessed*

Section 6 Responsibilities:

Two new paragraphs have been added to reference the Senior Information Risk Officer (SIRO) and Information Governance Manager. These are as follows:

"The SIRO has overall responsibility for information as a strategic asset, ensuring that the value to the organisation is understood and recognised and that measures are in place to protect against risk. The Council's SIRO is the Deputy Chief Executive & Monitoring Officer"

"The Information Governance Manager is responsible the development, implementation and maintenance of the Information Governance Framework and the coordination of all component elements that ensure compliance with information law and best practice."

Section 8 Confidentiality of Information.

The following paragraph has been amended to include reference to two new pieces of regulation

"All employees and contracted third parties working for the council must observe the utmost care and attention in dealing with personal information – in no circumstances must any information about the Council or its customers be divulged to anyone outside the organisation, without proper authority from a line manager who must ensure that such a disclosure would not contravene the Data Protection Act 1998, the General Data Protection Regulations or Data Protection Act 2018."

Section 18 Compliance, Monitoring and Assurance

An additional sentence has been added to the end of the second paragraph that it reads:

More details on the use of monitoring information is given in the Monitoring Policy

Section 19 Policy Compliance

This has been amended to correctly reference the procedure for handling complaints about the conduct of Councillors in respect of this Policy.

For Members, references in this policy to disciplinary action will be considered under *the Arrangements for dealing with complaints about Councillors* ~~mean referral to the Standards Committee~~ and this document will be treated as a local protocol for this purpose

Section 20 – Policy Governance

The accountable for the Policy has been update to be the Deputy Chief Executive & Monitoring Officer.

Section 22 – References

Three additional regulation/legislative frameworks have been added as follows:

- *The Privacy and Electronic Communications (EC Directive) Regulations 2003*
- *General Data Protection Regulations*
- *(following Royal assent) The Data Protection Act 2018*

Information Security and Conduct Policy

Revision History

Document	Information Security and Conduct Policy
Author	Ty Walter
Date Completed	10 August 2009
Review Date	08 March 2018

Version	Revision Date	Revised By	Revisions Made
1.0	31 Dec 2008	Ty Walter	Original Document
1.1	20 Oct 2010	Ty Walter	Update to include Card Data Policy
1.2	13 Oct 2011	Ty Walter	Minor updates, plus revised Compliance, Monitoring and Assurance section and inclusion of a new sub-policy on Digital Forensic Readiness.
1.3	15 Nov 2011	Ty Walter	Update to the System Owner responsibilities.
1.4	21 Nov 2011	Ty Walter	Minor update to the disposal of equipment.
1.5	13 Jan 2012	Ty Walter	Minor update to explicitly indicate that the use of Council equipment by non-council staff is prohibited.
1.6	28 May 2012	Ty Walter	Inclusion of the section: Joint Working – Warwickshire Councils Inclusion of a section on 'Personal Data Storage'
1.7	06 Aug 2012	Ty Walter	Inclusion of the Physical & Environmental Security Policy
1.8	09 Sept 2013	Ty Walter	Reference to the sub policies was moved to a separate appendix.
1.9	02 Mar 2016	Ty Walter	Update to Internal Audit (IA) section permitting IA access to systems and data without approval from system owners.
1.20	07 Mar 2018	Anna Moore	Update to include references to GDPR and associated requirements of the regulations.

Approvals

This document requires the following approvals:

Name	Title
ICT Steering Group	
Senior Management Team	
Employment Committee	

Distribution

This document has been distributed to:

Name	Title
All Staff	
All Members	

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1 Management Summary

This high level policy is one of a series that forms the policy core of the Information Governance (IG) Framework. The IG Framework recognises that sound information management relies on best practice from a number of different disciplines. These are privacy management, Information law and rights, information security and risk management, records management and information quality management.

Information resources are vital to the Council in the delivery of service to residents, businesses and visitors. Their confidentiality, integrity and availability are essential to maintain service levels, legal compliance and the public image and public perception of our Council.

It is important that citizens are able to trust us to act appropriately when obtaining and holding information and when using the authority's facilities. It is also important that information owned by other organisations made available to our Council under secondary disclosure agreements is also treated appropriately by us.

Any Public Authority that uses or provides information resources has a responsibility to maintain, safeguard them and comply with the laws governing the processing and use of information and communications technology.

As an organisation we must take security very seriously and that relies on all staff playing their part. We are all personally responsible for following the requirements set out in the Council's Information Security & Conduct Policy.

Warwick District Council has a significant investment in computer systems and networks and is increasingly dependent upon the processing of the data which it holds.

The increasing use of mobile computer devices and the need to transmit information across networks both within the Council and to/from external organisations renders the data more vulnerable to accidental or deliberate modification or disclosure. Some of the information systems contain highly critical data which, if not handled securely, could present a serious problem to the Council, its employees, Members and customers.

The loss of data, computer processing facilities or breaches of data access security could incur significant costs, loss of revenue and damage to the Council's reputation. Furthermore, defamation and harassment actions, negligence cases, breaches of copyright and claims in respect of disclosure of trade secrets are just some of the legal claims that have arisen recently as a consequence of e-mail, Internet and other electronic activities.

Information security management is an on-going cycle of activity aimed at continuous improvement in response to emerging and changing threats and vulnerabilities. It can be defined as the process of protecting information from unauthorised access, disclosure, modification or destruction and is vital for the protection of information and the Council's reputation.

This policy, and its associated sub-policies (See Appendix 1), describes what is required of us and how security is to be implemented for all the information systems concerned. Line Managers are responsible for implementing the necessary procedures to bring these Policies to operational life and ensure individuals' compliance with them

2 Policy Statement

Warwick District Council is committed to the development and maintenance of an Information Security and Conduct Policy as part of the wider. The Information Security and Conduct Policy will ensure that:

- Information will be **protected against unauthorised access**.
- **Confidentiality** of information will be assured.
- **Integrity** of information will be maintained.
- **Regulatory** and **legislative** requirements will be met.
- **Business Continuity plans** will be produced, maintained and tested.
- **Information security training** will be available to all staff.
- **All breaches of information security**, actual or suspected, will be reported to, and investigated by the Information Security Officer.
- **An Information Asset Register is maintained**
- **Information security risks are regularly re-assessed**

3 Purpose

An effective Information Security Policy provides a sound basis for defining and regulating the management of information systems and other information assets. This is necessary to ensure that information is appropriately secured against the adverse effects of failures in confidentiality, integrity, availability and compliance which would otherwise occur.

This policy document, and sub-policies, establishes the ICT Security and Conduct Policy for Warwick District Council (the Council) to ensure efficient and effective use of all information and communication systems. Further, this policy and sub-policies, aims to ensure that the Council's investment in information, software, hardware and electronic resources is protected.

This policy is designed to:

- Provide direction and support for ICT security in accordance with business requirements, regulations and legal requirements;
- State the responsibilities of staff, partners, contractors and any other individual or organisation having access to the Council's ICT systems;
- State management intent to support the goals and principles of security in line with business strategy and objectives.
- Provide a framework by which the confidentiality, integrity and availability of ICT resources can be maintained.
- Optimise the management of risks, by preventing and minimising the impact of ICT security incidents;
- Ensure that all breaches of ICT security are reported, investigated and appropriate action taken where required;
- Ensure that supporting ICT security policies and procedures are regularly reviewed to ensure continued good practices and protection against new threats;
- Ensure ICT information security requirements are regularly communicated to all relevant parties.

This policy, and sub-policies, are based on industry good practice and intend to satisfy the requirements set out by the Government's Code of Connection (CoCo) and establish an organisational structure and framework of controls from which detailed security procedures can be implemented. To this end, the document contains a number of Policy Statements which are supplemented by a series of security guidelines. The guidelines are for reference by Service Area Managers, System Owners, line managers etc. in ensuring that their systems are protected in the most appropriate and effective way.

4 Scope

This policy, and its sub-policies, applies to all Warwick District Council employees, Councillors (Members), temporary / agency staff, consultants, suppliers, partners, contractual third parties and agents of the Council who have been designated as authorised users of Council electronic communication systems. Any reference in the document to "employee" or "staff" is deemed to include all of these groups of authorised users.

5 Exceptions to this Policy

If any member of staff feels that they cannot comply with this policy, they must first discuss the matter with their line manager. If these discussions do not lead to an agreement by the individual to comply, then the line manager may apply to the Information Security Officer for:

- An exemption for the individual and / or,
- An amendment to the policy

If, after consideration of the risks and consultation with the appropriate Information Asset Owners, the Information Security Officer cannot agree an exemption or change to the policy, they will write to the individual giving reasons for refusal and requiring written confirmation (within a reasonable timescale) of the individual's intent to comply. If no confirmation is received, Warwick District Council's disciplinary procedures will be invoked.

6 Responsibilities

Whilst information security policies, guidelines and measures have been devised, implemented and managed by specific functions and individuals, everyone within the council has a responsibility to ensure that they take basic steps to safeguard the security of the information that they are using and seeing. Line managers must ensure that the all staff under their control receive and adhere to the guidelines.

6.1 Employment Committee

Warwick District Council's Employment Committee is responsible for:

- approving the council's Information Security and Conduct Policy.

6.2 Senior Information Risk Officer (SIRO)

The SIRO has overall responsibility for information as a strategic asset, ensuring that the value to the organisation is understood and recognised and that measures are in place to protect against risk. The Council's SIRO is the Deputy Chief Executive & Monitoring Officer.

6.3 Information Security Officer (ISO)

Corporate Management Team has nominated *the ICT Manager* as Information Security Officer who is responsible for:

- co-ordinating the operational implementation and monitoring of this policy and associated guidelines;
- arranging for the review and monitoring of security incidents and investigation of major breaches of security;
- arranging for the policy and guidelines to be updated as new technology and systems change the risk scenario.
- co-ordinating awareness initiatives across the Council to maximise impact and effectiveness.
- developing administrative, physical, and technical security controls to meet the Council's information security objectives.
- joining forums, user groups, institutes and other relevant organisations to keep up to date with security and regulatory issues.

6.4 HR & OD Manager

This policy will be reviewed regularly by the HR Manager, in consultation with the Information Security Officer and representatives from recognised Trade Unions, to ensure that:

- a copy of this policy is contained within the Induction Pack issued to new staff and a signature of receipt and understanding held on individual personal files before access to computer systems is provided.
- induction training courses outline the key elements of this policy, provide general guidance on the use of electronic systems and cross-reference with the Council's Equal Opportunities Policy.

The HR & OD Manager will take responsibility for any disciplinary actions resulting from breaches of this policy.

6.5 Heads of Service

Heads of Service will overview the implementation of, and adherence to, the policy within their respective Service Areas. Service Area Managers will ensure that:

- this policy is transmitted to all staff, contractors, consultants and agency staff within their Service Area and to all Members who access Service Area systems.
- new starters attend the council's ICT Induction training.
- the procedures within this policy are complied with and appropriate security measures are established and maintained.
- Service Area property used by an employee is returned prior to leaving/terminating employment with the council.
- contingency plans exist to enable service delivery in the event that the council's computer facilities and services are unavailable
- Heads of Service are also designated Information Asset Owners and are responsible for the management of information risk for their service's information assets. This

includes ensuring that their information assets are properly recorded in the Council's information asset register.

6.6 Line Managers

Line managers have day to day responsibility for ensuring that their staff understand and comply with this Policy and associated guidelines.

6.7 System Owner

For each information system, there shall be a named senior member of staff designated as System Owner - typically the manager or section head responsible for the principal service(s) for which the system operates. The System Owner is responsible for:

- determining who can access the system and the scope of operation available to each permitted user as appropriate to the user's business needs;
- approving remote access connections from third parties, including the system supplier;
- ensuring that the system is appropriately licensed for its business use and that the correct number and type of licence exists for the users of the system;
- removing users and associated access rights from the system when an employee leaves the organisation or changes job role and no longer requires access to the system;
- ensuring that a risk assessment is carried out on a new or replacement system, prior to going live;
- ensuring that the system is maintained in an effective and controlled manner;
- ensuring that all changes to the software are performed to an agreed change control mechanism;
- ensuring that staff immediately report any violations or misuse of the system to their line manager;
- ensuring that the sharing of information between internal departments, the public, suppliers, contractors and partners is in accordance with Council security policies and the Data Protection Act.
- dealing with requests under the Data Protection Act / Freedom of Information Act in a timely manner.

The ICT Services Applications Support Manager is responsible for ensuring that each system has a nominated System Owner prior to any system going live and that all System Owners are contacted at least annually to reaffirm their role and responsibilities.

6.8 Information Governance Manager

The Information Governance Manager is responsible the development, implementation and maintenance of the Information Governance Framework and the coordination of all component elements that ensure compliance with information law and best practice.

6.9 All Users

All end users of information systems are responsible for ensuring that the Information Security Policy and guidelines are complied with.

In addition, all staff must take reasonable steps to protect the information in the care of Warwick District Council, and report all actual or suspected information security incidents.

Staff are encouraged to join mailing lists, forums and other relevant organisations that provide accurate and timely information/ advice on information security issues relevant to their job role.

6.10 ICT Services

ICT Services has specific responsibilities for managing the security of the ICT service that it provides, but is not responsible for the security of the information that they process. That is the responsibility of each System Owner, whose role is to establish and manage the security of the information in their application. In addition, ICT Services is responsible for:

- Wide Area Network Security
- Local Area Network Security
- Electronic links to and from third parties
- Corporate backup services

6.11 Internal Audit

The principal role of the Council's Internal Audit Service is to provide an independent opinion to management on the control environment governing all the Council's affairs and activities. As part of this, Internal Audit will:

- plan and implement reviews to evaluate and report on risks and controls in relation to ICT provision and management of the ICT infrastructure;
- undertake tests to verify that Council policies, guidelines and procedures are being complied with;
- provide general advice to management on risks and control in relation to ICT provision, including the implementation of new systems and technologies.

To facilitate the above, to support the Council's audit plan and to undertake any necessary investigations, the Internal Audit function shall be given temporary access to those systems, applications and data required to meet their audit needs. Temporary access to data shall be granted by ICT Services without prior approval from the appropriate system owner. Internal Audit must notify ICT Services when access is no longer required to enable permissions to be reset.

6.12 Human Resources

Human Resources will:

- provide the ICT Services Helpdesk with a list of Starters at least two weeks before their start date and Leavers one week before their last working day so that user information is kept up to date.
- ensure that background verification checks on all candidates are undertaken in accordance to the relevant laws and are proportional to the business requirements. See **Human Resources Information Security Policy** for further details.

7 Joint Working – Warwickshire Councils

ICT Services will enable network access for any of the Warwickshire authorities if authorised to do so by a member of Warwick DC's Senior Management Team. Under such Circumstances staff from the connecting Warwickshire authority will not be required to undertake Warwick's security induction training, providing the connecting authority has a current CESG approved Code of Connection and the staff member has completed the connecting authority's security induction/training.

If a connecting staff member is responsible for any security breaches, the connecting authority will be responsible for undertaking any associated disciplinary action.

Access to individual Council systems will be subject to approval by the relevant System Owner. System Owner responsibilities apply to connecting staff members.

8 Confidentiality of Information

All employees and contracted third parties working for the council must observe the utmost care and attention in dealing with personal information – in no circumstances must any information about the Council or its customers be divulged to anyone outside the organisation, without proper authority from a line manager who must ensure that such a disclosure would not contravene the Data Protection Act 1998, the General Data Protection Regulations or Data Protection Act 2018.

All information developed by or on behalf of Warwick District Council will remain the property of Warwick District Council and shall in no way be sold, copied or used without the express permission of Warwick District Council.

All third parties who require access to council information are required to sign a confidentiality and non-disclosure agreement. If network access is required, then connections must be approved in accordance with the Council's **Third Party Network Access Policy**.

For further information on data handling, please see the council's **Data Handling Policy**.

9 Contingency Planning

It is the responsibility of Service Area Managers to ensure the availability of the service(s) under their control in the event of various system breakdown scenarios. Service Area Managers must ensure that alternative procedures and processes are in place to deliver the service in such scenarios and that appropriate data is available. These Scenarios might typically include failure for two hours, one day, one week, or one month.

Service Area Managers are responsible for ensuring that any data that has been entered into a computer system is recoverable in the event that their system(s) fails before the system is next backed up.

Each system contingency shall form part of an overall Business Recovery Plan determined by Senior Management and co-ordinated by the Chief Executive.

10 Inventory Management

ICT Services is responsible for maintaining a current and complete inventory of production, test and hosted systems hardware and software. (See **Software Policy**)

All software packages used on Council owned, leased or rented computer systems, including copyrighted freeware and shareware, must be registered prior to installation in the Council's Inventory managed by ICT Services.

All ICT hardware will be registered, when procured, with a unique asset number recorded on ICT's inventory.

Employees should not move PCs, printers, scanners or other ICT equipment without the permission of ICT Services Helpdesk

11 Usage of Council Owned Hardware and Software

11.1 Responsible Usage

Council electronic equipment and software must be used in a responsible, legal, and ethical fashion. Staff or Members must not take any action that could bring the Council into disrepute, cause offence, interfere with Council work or jeopardise the security of data, networks, equipment or software.

11.2 Personal Use

Council computer equipment and software, as well as telecommunication services and other electronic equipment, are for Council business purposes. Occasional personal use by staff is permitted at the discretion of line managers provided it does not interfere with Council work, is not conducted in Council time, conforms to this policy and is not associated with personal business interests. However, under no circumstances should staff/members allow Council owned equipment to be used by individuals not employed by the Council. For further clarity, this means family, friends, etc are **NOT** permitted to use Council equipment (laptops, PCs, phones, or any other devices supplied by the Council).

Members may use Council equipment for personal use and for Council and ward matters. However, Council equipment must **never** be used to promote support for a particular political party nor for conducting personal business interests.

11.3 Personal Equipment

Those who use their own PCs or other equipment to connect to the Council's network remotely and who use that connection in contravention of this policy will face disciplinary action in the same manner as those using Council owned equipment.

11.4 Workstation Risk Assessments

Risk assessments must be carried out by each Service Area on workstations used by staff in their Service Area. Help on this can be obtained from the Council's Health and Safety Officer.

11.5 Connection of Equipment / Devices

No hardware, such as peripherals or laptops, should be connected to the Council's network without the permission of ICT Services.

Representatives of outside agencies visiting WARWICK DISTRICT COUNCIL premises are not permitted to connect laptops or other items of portable equipment to the Council's internal network.

Only ICT Services are permitted to install software and hardware on council owned PC's and equipment. The connection of personal portable devices such as cameras, phones and tablets to a Council owned PC constitutes hardware installation and presents a risk to the integrity of the network and therefore is strictly prohibited without prior agreement by ICT Services.

For further information on connecting peripheral devices such as USB memory sticks, cameras, mobile phones, etc, please refer to the Council's **Removable Media Policy**.

11.6 Personal Data Storage

Staff must **not** store personal data on Council equipment or the corporate network. This includes, but is not restricted to, photos, videos, music files etc.

In the event that personal data is identified on Council devices, including the corporate network, the Council shall have the right, in its sole discretion, to remove (whether by remote means or otherwise) all or any personal data from the device. In no event will the Council be liable for any damages resulting directly or indirectly from the deletion of personal data

12 Secure Disposal or Re-use of Equipment

All items of equipment containing storage media (e.g. fixed hard disks) must be checked by ICT Services to ensure that any sensitive data and licensed software is removed or overwritten prior to disposal.

Equipment that is to be 'donated' to other organisations or sold must have all data erased via overwriting. This must be done via an approved tool which is capable of deleting data so recovery is impossible. All Council owned software which is still required by the Council for compliance reasons, must be removed.

If a third party disposal company is used, certificates confirming the destruction of all data on the equipment must be provided.

Damaged storage devices containing sensitive data may require a risk assessment, to determine if the item should be destroyed, repaired or discarded.

All Waste Electrical and Electronic Equipment (WEEE) shall be disposed of in accordance with European Community directive 2002/96/EC.

13 Corporate Desktop Security Profile

ICT Services is responsible for identifying and implementing a Corporate Desktop Security Profile which will enforce a consistent and best practice approach to desktop security.

14 Unattended Workstations

If a workstation is to be left unattended, users must save all open documents and securely lock their PC using the [CTRL][ALT][DEL] [lock computer] facility. This will prevent unauthorised access to PCs and the use of unauthorised credentials to gain access to applications.

However, if the workstation is to be left unattended for a significant period of time, e.g. going to lunch or a meeting, then all open systems must be closed and the workstation should be locked as above.

15 Intellectual Property

Warwick District Council owns all data, information and software design or code produced by or on behalf of WARWICK DISTRICT COUNCIL, regardless of format, unless otherwise specified by a valid third party agreement.

All information or Software developed by or on behalf of the Council will remain the property of WARWICK DISTRICT COUNCIL and must in no way be sold, copied or used without the express permission of the Council or authorised designate.

All contracts with third parties, including contract personnel, must define the ownership of software and information. Any information used shall comply with relevant legal instruments.

16 Password and Logins

All users of any Council computer system must be issued with an individual password and login, unless a generic user name and password has been approved by the System Owner.

Employees and Members must adopt sound password practices:

- Passwords must be kept secret and must not be disclosed to others.
- Passwords must not be recorded unless the record is stored securely.
- If a Password is disclosed, for whatever reason, it must be changed immediately
- Passwords must not be saved and option boxes for saving passwords must not be checked (i.e. not ticked).
- Passwords must be changed at frequent intervals.
- Passwords must be a minimum of six digits and must be alpha-numeric (unless there are system constraints)
- Passwords must not be recycled (i.e. used again)
- If temporary passwords are required these must be changed or deleted as soon as possible
- Temporary passwords must be conveyed to users in a confidential manner.
- Where generic user logins are in use, the password must be changed when a member of staff leaves Warwick District Council or moves to another job role.
- Employees and Members must use only their own user name and password to access any system, unless a generic user name and password has been approved by the System Owner.

Employees and Members must not allow anyone else to use their user name and password. This is not only a security risk but could lead to false accusations of misuse.

Users must not attempt to find out the password of another user.

Outside suppliers dialling in remotely to the Council's network to support applications are not required to have individual user names and passwords, but should have a company user id and password created.

Where laptops are used for home logins the password file must not be saved (i.e. the dialogue box indication to save the password should not be activated) in order to prevent unauthorised access if the laptop is lost or stolen.

17 Computer Viruses

Anti-virus software is running in the background on all Council PCs, but all PC and laptop users still face a potential threat from computer viruses.

Users should ensure that they are aware of the nature and danger of computer viruses and should take all care to ensure that they are not introduced to the Council's computers or its networks.

There are two types of viruses. A benign virus may simply flash an annoying message on the screen, whilst a malicious virus may destroy information. Viruses are most frequently spread via the downloading of files from the Internet, through the use of an infected memory sticks or CD or by attachments to email messages.

To reduce the chance of getting a virus, users should virus check all discs before using them. Software should only be downloaded from the Internet by the Council's ICT Services. ALL suspected viruses must be reported to the ICT Services Helpdesk IMMEDIATELY.

Any information about virus warnings should be given to ICT Services who will check the information and issue a message to all users if appropriate.

Employees and Members should be cautious about opening email from an unknown source and should not open attachments to such emails. Any suspicious emails should be referred to ICT Services Helpdesk.

Users should also refer to the Council's Removable Media Policy.

18 Compliance, Monitoring and Assurance

The Council is ultimately responsible for all business communications but will, as far as possible and appropriate, respect your privacy while you work. It is important, however, that you understand that the Council will monitor the use of all of its ICT Equipment for reasons which include:

- Ensuring that the Council's procedures and policies are adhered to;
- Monitoring standards of service and staff performance;
- Record keeping;
- Preventing or detecting unauthorised use of Council Equipment and systems, including compliance with this policy;
- Complying with legal obligations and preventing and detecting criminal activities; and
- Maintaining the effective operation of the Council's communications systems.

In particular the Council will monitor the use of the telephone, email and internet traffic data (i.e. sender, receiver, subject, attachments to emails, numbers called and duration of calls and pages/files downloaded from the internet) at a network level, irrespective of whether they are for Council or private use. The Council may also monitor the content of communications where it appears to the Council that the use of the ICT equipment is being abused or used inappropriately. More details on the use of monitoring information is given in the Monitoring Policy.

You should be aware that this monitoring may reveal personal information about you, for instance which websites you visit, the identity of people you email for personal reasons etc.

If inappropriate use of Council equipment is suspected, a line manager may request access to the required log files. ICT Services will seek authorisation from the individuals Service Area Manager prior to their release, and will assist in the interpretation of the logs. Where necessary ICT Services, the HR Services Manager or the Chief Executive will advise on the suitability of material, investigate sites or seek the opinion of the police.

Further to the above, the Council will only disclose information obtained through monitoring to:

- A relevant external agency if required by law or regulatory compliance; or
- To those directing an investigation for criminal, civil or disciplinary purposes.

Information obtained through monitoring will only be held for as long as operationally necessary or required by compliance regimes such as the Code of Connection (CoCo). However, monitoring logs for Internet and e-mail usage which are not required for disciplinary or legal proceedings will only be retained for two weeks. Where information is part of disciplinary proceedings, the information will be kept in accordance with the retention period for such proceedings.

All of the above monitoring will be carried out for legitimate purposes only and in accordance with the Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000.

Furthermore the Council reserves the right to access data files held within personal folders or password protected files in connection with the legitimate business of the Council.

19 Policy Compliance

Any breach of this policy by staff may lead to disciplinary action being taken and, in cases of gross misconduct, termination of employment without notice. Some cases may result in the council informing the police and criminal action may follow. For Members, references in this policy to disciplinary action will be considered under the Arrangements for dealing with complaints about Councillors and this document will be treated as a local protocol for this purpose. Any breach of this policy by suppliers will be subject to appropriate action by the relevant Deputy Chief Executive.

Should the Council be sued due to misuse of Council ICT equipment or the actions of a user which contravene this policy, the Council reserves the right to claim damages from the authorised user concerned.

19.1 Infringements of Policy

In support of the above, attention is drawn to the following infringements:

- Viewing, creating, circulating, distributing, storing, downloading or printing material that might be offensive, illegal, pornographic or sexually explicit, that brings the Council into disrepute or that exposes it to legal action. For staff, such action is likely to be considered as gross misconduct and, if so, would result in termination of employment without notice. The Council reserves the right to recover defamatory material and use it as evidence against an individual.
- Using communication facilities for purposes that may be illegal or contravene Council policy such as disclosing official information without authority.
- Hacking, hoaxing, spamming, phishing, damaging Council or other networks

- Knowingly using unlicensed software.
- Bulk personal e-mailing without permission.
- Using communication facilities for unreasonably extensive private use.

20 Policy Governance

The following table identifies who within Warwick District Council is Accountable, Responsible, Informed or Consulted with regards to this policy. The following definitions apply:

- **Accountable** – the person who has ultimate accountability and authority for the policy.
- **Responsible** – the person(s) responsible for developing and implementing the policy.
- **Consulted** – the person(s) or groups to be consulted prior to final policy implementation or amendment.
- **Informed** – the person(s) or groups to be informed after policy implementation or amendment.

Accountable	Deputy Chief Executive & Monitoring Officer
Responsible	ICT Services Manager
Consulted	ICT Steering Group, Human Resources, CMT, Trade Unions & Employment Committee
Informed	All council personnel, temporary / agency staff, contractors, consultants, suppliers and Members.

21 Review & Revision

This policy will be reviewed as it is deemed appropriate, but no less frequently than every 12 months.

Policy review will be undertaken by the council's Information Security Officer.

22 References

The following statutes, policies and other references are applicable:

- The Privacy and Electronic Communications (EC Directive) Regulations 2003
- Obscene Publications Act 1959
- Sex Discrimination Act 1975
- Race Relations Act 1976
- Protection of Children Act 1978
- Telecommunications Act 1984
- Criminal Justice Act 1988

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- Protection from Harassment Act 1997
 - The Data Protection Act 1998
 - General Data Protection Regulations
 - (following Royal assent) The Data Protection Act 2018
 - Human Rights Acts 2000
 - Regulation of Investigatory Powers Act 2000
 - Freedom of Information Act, 2000
 - Copyright, Designs and Patents Acts
 - European Convention on Human Rights
 - Dignity at Work Bill
 - Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000
 - BS7799 Code of Practice for Information Security Management
 - Disposal of Surplus and Obsolete Equipment Guidelines

The following Warwick District Council policy documents are relevant to this policy:

- Staff Handbook
- Equal Opportunities Policy
- Disciplinary Policy and Procedure
- ICT Strategy
- The Council's Constitution

Appendix 1

1. ISCP Sub-Policies

Policy	Description
Internet Acceptable Usage Policy	Describes the acceptable use of the Internet
Email Acceptable Usage Policy	Describes the acceptable use of the Council's email facilities.
Removable Media Policy	Establishes the principles and working practices that are to be adopted by all users in order for data to be safely stored and transferred on removable media e.g. CDs, DVDs, memory cards, USB memory sticks, USB hard drives
Remote Working Policy	This policy covers the provision of facilities to users to have secure and reliable remote access to any of the Council's information systems from locations other than their usual office base and/or from their own home.
Software Policy	Describes the policy associated with Council software ownership including acquisition, software use and licensing.
Information Security Incident Management Policy and Procedure	How to react appropriately to any actual or suspected security incidents relating to information systems and data.
Data Handling Policy	It aims to identify and protect data which is personal, sensitive and/or critical to the organisation, by describing how data should be handled i.e. emailed, posted, etc.
PSN / GCSx Mail Acceptable Usage Policy	For users who require pan-government secure email. A separate secure email address is issued for this purpose.
Card Data Policy	This policy ensures that all credit and debit card payments received by the Council are processed in accordance with PCI security standards.
Monitoring Policy	Explains the monitoring arrangements that the Council has in place for electronic communications.
Mobile Phone Policy	This policy gives guidance to staff on the acceptable use of a Council owned mobile phone.
Physical & Environmental Security Policy	Sets out the minimum level of physical security for Warwick District Council facilities to safeguard information resources, including visitor/contractor access and deliveries.
Digital Forensic Readiness Policy	Describes the requirements to collect, preserve, protect and analyse Digital Evidence so that this evidence can be effectively used in any legal matters, in disciplinary matters, in an employment tribunal or in a court of law
Human Resources Information Security Policy	Ensuring staff are vetted, authorised and trained to use Council ICT systems.

 Employment Committee 21 March 2018		Agenda Item No. 9
Title	Additional Resources within Democratic Services	
For further information about this report please contact	Graham Leach Democratic Services Manager & Deputy Monitoring Officer 01926 456114 graham.leach@warwickdc.gov.uk	
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	N/A	
Background Papers	None	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	12/3/2018	Andrew Jones
Head of Service		
CMT		
Section 151 Officer	12/3/2018	Mike Snow
Monitoring Officer	12/3/2018	Andrew Jones
Finance	12/3/2018	Jenny Clayton
Portfolio Holder(s)	12/3/2018	Andrew Mobbs
Consultation & Community Engagement		
N/A		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 The report brings forward proposals for an additional post within Electoral Services and revised posts within the Corporate Support Team to enable an improved delivery of service.

2. **Recommendation**

- 2.1 That the additional post of Electoral Services Support & IER Canvasser is added to the Electoral Services Team as illustrated at Appendix 1 to the report.
- 2.2 That the Corporate Support Assistance Post WD00008 be deleted from the establishment.
- 2.3 That a new post of Corporate Support Officer be added to the establishment

3. **Reasons for the Recommendation**

- 3.1 The introduction of Individual Electoral Registration in 2014 changed the requirements on individuals to undertake electoral registration themselves. This presented a challenge with two specific areas Residential Care Homes and student accommodation, which has been nationally recognised.
- 3.2 Since 2014 Electoral Services have undertaken the canvass of residential care homes within the team themselves, however this has been intermittent and to varying levels of support as the work has had to be undertaken based on other demands within the team.
- 3.3 The team have encountered difficulties in working with the care homes to ensure that the Electoral Register is updated and elector's democratic rights are maintained. The challenges are many from getting care home managers to engage with the process to recognising that some residents may not be able to easily provide the identification required to submit an application to register.
- 3.4 The Electoral Commission guidance advice is to separate Residential and Care establishments from Electoral Services other canvassing activity and engage with the Residential and Care establishments on an individual basis. This is because of the specific support that is required.
- 3.5 At present there are over 40 residential care homes within Warwick District with currently have 900 residents registered to vote.
- 3.6 In addition the Electoral Services Team have an agreement in place working with Warwick University to enable students to share their details for electoral registration purposes before they start at the university. This has seen a significant number of students being registered to vote but this data needs to be processed correctly and the relationship with other universities and colleges needs to be expanded in a similar approach.
- 3.7 Therefore, it is proposed that the Electoral Services Support & IER Canvasser will provide this dedicated support and to be the recognised point of contact to enable relationships to be built upon. The post would equate to 0.23fte, however when in operation would see the individual working fulltime for a limited period of time quarterly to work with each care home. In addition it is envisaged that the post holder will support the team during elections through

working longer hours which would be charged directly back to the relevant election(s). This would then help provide greater resilience within Electoral Services which has been identified by the Electoral Commission within all Electoral Services Teams.

- 3.8 The Corporate Support Team covers a number of core administrative functions across the Council. The Corporate Support Manager has reduced their working hours and it is proposed that the team should be taking over the management of a greater number of core contracts across the Council, including office supplies, all pay and capita along with migration of PCSN compliance action plan.
- 3.9 The revisions proposed within the Corporate Support Team seek to introduce a new post at a more senior level within the team to support this work. While a post is deleted this post has not been advertised since it became vacant in abeyance of this proposal coming forward. This has resulted in the above contracts not being transferred to the teams and slowing the restructure of other teams within the Council.
- 3.10 The new post, which is supported by the officers within the team, would also enable a greater career development opportunity within the team. It is also an intended outcome that from the revisions in the establishment there will be sufficient funding for an apprentice to be recruited within the team.

4. Policy Framework

4.1 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 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> 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 Electoral Services	No direct impact	No direct impact

Support & IER Canvasser role will provide greater support for individuals to be registered to vote and therefore play a key role in the community		
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		
<i>To be completed</i>	<i>Both the roles will enable the service to reflect the demands based on the specific teams through having appropriate levels of resources available.</i>	<i>To be completed</i>

4.2 Supporting Strategies - The report does not directly relate to any of the supporting strategies.

4.3 Changes to Existing Policies – the report does not propose any amendments to Existing Policies

4.3 Impact Assessments – An impact assessment has not been undertaken because the report does not propose any changes to Policy.

5. Budgetary Framework

5.1 The report does not impact on budget framework for the Council.

5.2 The Electoral Services Support & IER Canvasser will be funded through the annual budget allocated for Canvassers as part of the Annual Canvass budget. This will not reduce the level of canvassers undertaking this statutory role as part of the Annual Canvass because this officer will also form part of this team.

5.3 The funding for the Corporate Support Officer will be funded from the current vacant post and the saving from the reduced hours of the Corporate Support Team Manager.

6. Risks

6.1 The main risks associated with report relate to not approving the proposals.

- 6.2 In respect of the Electoral Services Support & IER Canvasser the role is intended to supplement the existing Electoral Services Team at election times. However they will also be contributing to the statutory duty of the Electoral Registration Officer in ensuring everyone who is entitled to register to vote does so.
- 6.3 With regard to the Corporate Support Officer this role is designed to transfer services from within another team as part of their redesign of services. Therefore if this is not introduced this would impact on the ability for the other service area redesign to be completed.

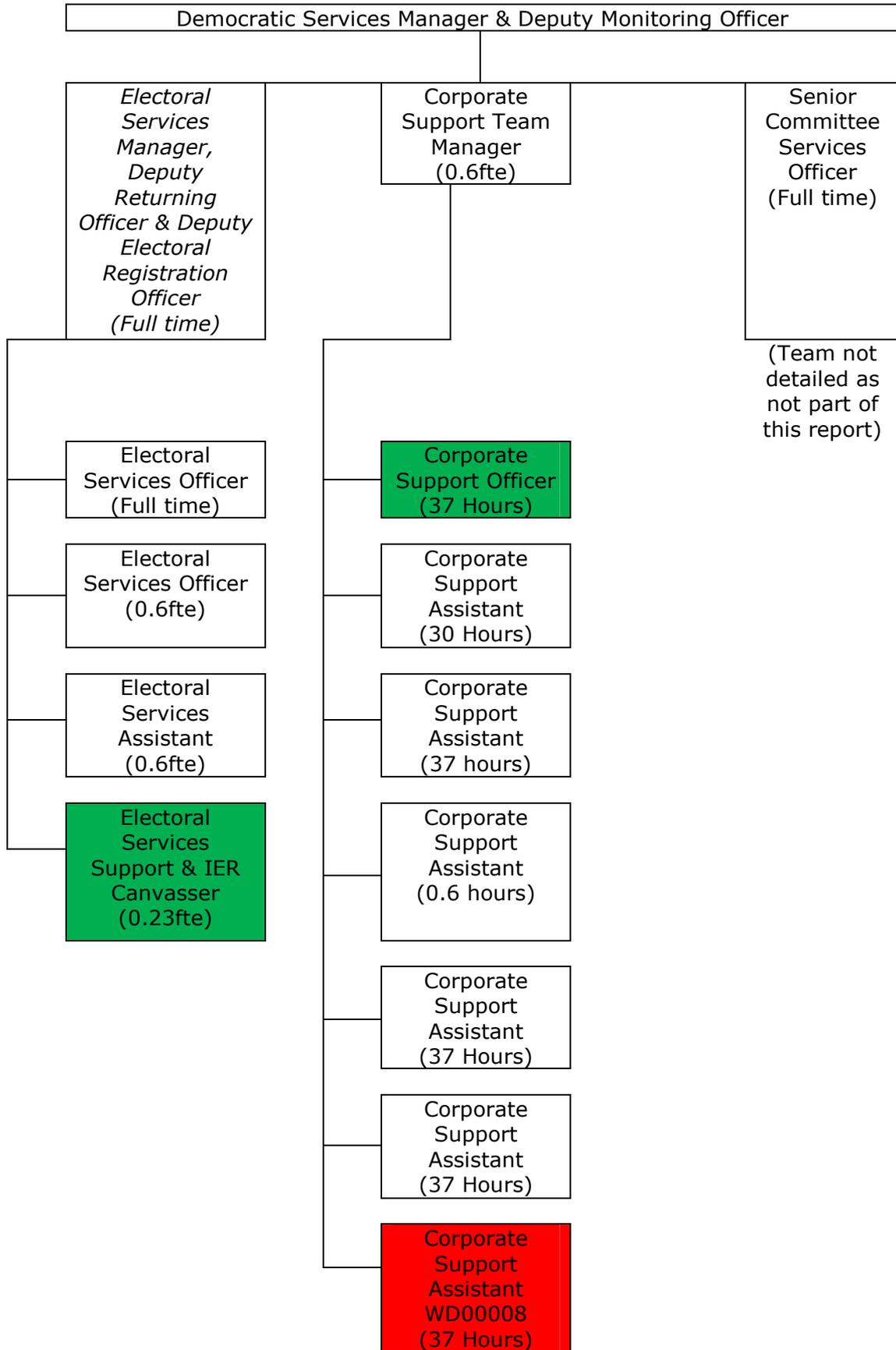
7. Alternative Option(s) considered

- 7.1 It was considered that the informal work undertaken by Canvassers as required by law and appointed by the Electoral Registration Officer (in the same way Presiding Officers are by the Returning Officer) could continue. However by establishing a more formal arrangement and post, the Council would benefit from being able to train and develop the post holder and the post holder would have the reassurance of a permanent position.
- 7.2 The Corporate Support Officer role has been advertised as a secondment opportunity within the Council but no applications were made. Therefore it was considered to seek approval for the post on a permanent basis because it was considered that the role and the team would be required as a core support function until at least the Council moves HQ.

8. Background

- 8.1 UK statistics show that 4% of people aged over 65 (416,000) are living in care homes. Warwick District Council has over 108,000 registered electors with the projected growth to 123,333 electors by 2023. Within the District there are over 40 Residential and Care establishments with registered 900 electors in them. Therefore based on the national average it is anticipated that the number of electors registered within care homes will increase over the next five years.

Appendix 1



Shaded Green = new posts to be added
 Shaded Red = post to be deleted