

A meeting of the above Committee will be held on Tuesday 15 March 2022 at the Town Hall, Royal Leamington Spa at 6.00pm and available for the public to watch via the Warwick District Council [YouTube channel](#).

Councillor J Tracey (Chairman)

Councillor L Bartlett  
Councillor A Day  
Councillor B Gifford  
Councillor J Grey  
Councillor R Hales

Councillor J Kennedy  
Councillor P Kohler  
Councillor M Mangat  
Councillor R Margrave  
Councillor N Tangri

### **Emergency Procedure**

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

### **Agenda**

#### **1. Apologies & Substitutes**

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

#### **2. Declarations of Interest**

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

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

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

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

#### **3. Minutes**

To confirm the minutes of the meeting held on 17 February 2022. **(Pages 1 to 6)**

#### 4. **Pay Policy Statement 2022-23**

To consider a report from People and Communications.

**(Pages 1 to 14)**

#### 5. **Gender and Ethnicity Pay Gap Report**

To consider a report from People and Communications.

**(Pages 1 to 4 and Appendices 1 to 3)**

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456114

# Employment Committee

Minutes of the additional meeting held on Thursday 17 February 2022 at the Town Hall, Royal Leamington Spa at 6.00pm.

**Present:** Councillor Tracey (Chairman); Councillors; Bartlett, Day, B Gifford, Grey, Hales, Kennedy, and Mangat.

## 12. Apologies and Substitutes

- (a) apologies for absence were received from Councillor Margrave; and
- (b) there were no substitutes.

## 13. Declarations of Interest

There were no declarations of interest made.

## 14. Minutes

The minutes of the meeting held on 28 October 2021 were taken as read and signed by the Chairman as a correct record.

## 15. Joint Appointments Committee

The Committee considered a report from the Chief Executives of Warwick and Stratford-on-Avon District Councils and Human Resources which brought forward interim proposals to establish a Joint Appointments Committee for Stratford-on-Avon (SDC) and Warwick District Councils (WDC).

The proposals provided an important step in bringing the Councils closer together and provided clarity on decision making relating to employee matters.

Both SDC and WDC had agreed a timetable for the review of individual services for the period up to April 2024. The report also stated that:

*"2.12 Ahead of formally scheduled service integrations, it is recommended that Heads of Service begin to prepare their teams and where possible, begin the alignment of working practices, team development, collaboration and knowledge share."*

A key part of this integration would be to ensure that consistent policies were in place at both Councils and a key area for this would be those relating to employee matters.

In September 2021 the Employment Committee at WDC and the Employment & Appointments Committee at SDC asked officers to work with the Chairmen of both Committees to bring forward proposals for a joint recruitment process for Joint Heads of Service and Joint Deputy Chief Executives to Council in October 2021 and to bring back proposals for a Joint Employment Committee (JEC).

In drafting details for a joint recruitment process it was identified that this and the proposals for a JEC were interrelated. There were also ongoing discussions in relation to the wider joint governance arrangements for

decision-making, scrutiny and advisory groups with a view to bringing a separate report on those matters to Councillors in April. However, following the recent resignation of the Head of Finance it was considered urgent to bring forward interim proposals specifically for the appointment of senior roles within the Council.

The terms of reference for the Joint Appointments Committee (JAC) were set out in Appendix 1 to the report. Its sole purpose was to enable Councillors from both authorities to have full engagement in any recruitment to Senior Management roles in either Council. The JAC, which must be politically balanced, would comprise 12 Members, with six members appointed by each Council. All 12 would be involved in recruitment to a Head of Paid Service but only six (three from each Council) would be involved in the recruitment to any other post. If Council approved the recommendations, it would also be asked to appoint its Members.

The JAC would be established pursuant to the powers contained in sections 101 and 102 of the Local Government Act 1972. In doing so consideration needed to be given to how its terms of reference would interact with the Constitutions of both Councils.

To provide clarity it was proposed to adopt the joint Constitution that both Councils endorsed in February 2021 for the Joint Cabinet Committee. That constitution needed to be modified slightly as set out in the recommendations. The safeguards within the Constitution provided checks and balances to ensure one Council could not take decisions that go against the direct wishes of the other Council.

The procedure for the appointment of recruiting Chief Officers was attached as Appendix 2 to the report. This was for the Committee to pass comment on. If there was a need to recruit to the Chief Executive/Head of Paid Service role it was envisaged that the document would need to be revised. Any such revisions would be discussed with the Leaders of the two Council's and brought to the Joint Appointments Committee for consideration.

Councillors should have noted that the appointment of the Chairman for the Joint Committee and its sub-committee would be agreed by the Members of those meetings, and that the proposed Constitution said that the Chairmanship would only last until the next meeting of that Committee/Sub Committee.

To be clear, there was no intention at present to abolish the Employment Committee (WDC), the Employment and Appointments Committee as renamed (SDC) or its sub-Committee at present. However, the scope of the general review of joint governance to be undertaken would include the arrangements for employment decision-making bodies.

In terms of alternative options, the Councils could decide not to establish a JAC and instead to remain with separate Employment Committees with their different terms of reference. However, this would mean that only the Members of the authority taking the decision to recruit could vote on the appointment.

The Members/Trade Unions Joint Consultation and Safety Panel supported the recommendations in the report.

The Democratic Services Manager and Monitoring Officer advised that following meetings with Unison/Members, a few spelling and format errors had been spotted with the appendices, and he therefore suggested that an additional recommendation should be included, to read:

“The Committee delegates authority to the Head of People & Communications, in consultation with the Chairmen of the Employment and Appointment Committee (SDC) and Employment Committee WDC to make minor amendments and formatting changes to the documents prior to publication”.

In response to questions from the Committee, the Democratic Services Manager and Deputy Monitoring Officer advised that the Joint Appointments Committee was proposed to include six Councillors from each authority simply to maintain equality from both authorities. This could change to result in the numbers being disproportionate; officers could raise this point and ask that the two Leaders of the Council’s discuss this ahead of the Council meeting the following week. The final decision would need to be taken by both Councils.

The Leader of the Council advised that having six Councillors from each authority did focus minds on building the new Council, but he was mindful that proportionately the population of the new Council would be greater in WDC than SDC, and therefore there would be more Councillors from WDC and the balance of Council would consist with the majority being from WDC as we know it, and therefore for the appointments such as a new Chief Executive, it was important this was understood and reflected. He suggested that he could pick this point up with the Leader at SDC that if there was a Committee appointed for a new Chief Executive, that the chair of that Committee actually sits with a WDC Councillor, rather than alternating in turn who sits as Chair as a way of resolving that proportionality. It was important that residents saw we were thinking about the future of the new Council with those senior appointments.

In response to a further question, the Leader of the Council proposed that to ensure political representation of all five Groups, WDC six Councillors would be made up of the Leader, Deputy Leader and then the Leader of each of the Political Groups, which reflected fairly the way the Council had operated through the Leadership Coordinating Group.

The Democratic Services Manager and Deputy Monitoring Officer confirmed that it was possible for a political group to gift part of their seat allocation as they saw fit to another party. This approach found favour with Members of the Committee. He also advised, in response to a further question, that there was scope to enhance the Feedback to Candidates section in appendix 2 to the report, to set out more how we dealt with unsuccessful candidates, and this could be discussed in the clarification with the Chairman of both Employment Committees.

It was proposed by Councillor Hales and seconded by Councillor Bartlett, and it was

**Recommended** to Council that, subject to Stratford-on-Avon District Council resolving on the same terms as set out below:

- (1) a Joint Appointments Committee of 12 councillors (6 from each authority, which must include both Leaders) with terms of reference as set out below and detailed at Appendix 1, be established:
  - (a) to agree any revisions to the procedures for the appointment to any roles listed in (b);
  - (b) to appoint Chief Executive, Deputy Chief Executives, Programme Director for Climate Change and Heads of Service ("Chief Officers") in line with adopted procedures; and
  - (c) to recommend to Council the appointment of the Head of Paid Service, Monitoring Officer or Chief Finance Officer in line with adopted procedures.
  
- (2) the Constitution for this Joint Committee as previously endorsed by WDC and SDC for the Joint Cabinet Committee in February 2021, be adopted, subject to the minor amendments as set out below:
  - (a) the Committee is directed to appoint a subcommittee of 6 members, in respect of all recruitment, save for the Chief Executive/Head of Paid Service role where the Joint Appointments Committee will make the appointment;
  - (b) the Chairman of the Committee (or its Sub-Committee) shall have a casting vote but they are expected to use it to align with the outcome of the overall scoring for candidates participating in the recruitment process unless they can provide good reason not to; and
  - (c) all members of the Committee must have undertaken appropriate training on recruitment and selection with the respective Council, prior to participating in a recruitment process.
  
- (3) 6 members from each Council be appointed to the Joint Appointments Committee in accordance with paragraph 1.5 of the report;

- (4) the terms of reference for the Employment Committee be revised so that it excludes the matters delegated to the Joint Appointments Committee; and
- (5) the Monitoring Officer be authorised to update the Constitution, including any consequential amendments required as a result of the above, accordingly.

**Resolved** that

- (1) the process for recruitment of Chief Officers, as set out at Appendix 2 to the report, be approved; and
- (2) authority be delegated to the Head of People & Communications, in consultation with the Chairmen of the Employment and Appointment Committee (SDC) and Employment Committee (WDC) to make minor amendments and formatting changes to the documents prior to publication.

(The meeting ended at 6.16pm)

CHAIRMAN

15 March 2022

**Joint Appointments Committee  
Terms of Reference**

The Joint Appointments Committee of Stratford-on-Avon and Warwick District Councils has been created under sections 101 and 102 of the Local Government Act 1972 and all other relevant legal powers, following decisions taken by the respective Council in February 2022.

The purpose of the Joint Committee at present is to enable the two Council's to undertake joint recruitment process for Chief Officers of the Council's.

The Joint Committee will not at present undertake any other function than those defined within the terms of reference below and as defined by law.

The Constitution for the Joint Committee includes a set of standing orders that takes precedence over the respective constitutional documents of each of the two councils. However, where the Constitution for the Joint Committee is silent on an issue, the Constitution of each respective Council will take precedence.

The purpose and functions of the Joint Appointments Committee are :

- (a) To agree the procedures for the appointment to any roles listed in (b)
- (b) To appoint Chief Executive, Deputy Chief Executive's, Programme Director for Climate Change and Heads of Service ("Chief Officers") in line with adopted procedures; and
- (c) To recommend to Council the appointment of the Head of Paid Service, Monitoring Officer or Chief Finance Officer in line with adopted procedures.

**Title:** Pay Policy Statement 2022-23

**Lead Officer:** Tracy Dolphin [tracy.dolphin@warwickdc.gov.uk](mailto:tracy.dolphin@warwickdc.gov.uk)

**Portfolio Holder:** Councillor Andrew Day

**Wards of the District directly affected:** None

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## Summary

The report presents the Council's Pay Policy Statement for 2022-2023 as required under the Localism Act 2011, Chapter 20, Part 1 Local Government, Chapter 8 Pay Accountability.

## Recommendations

- (1) That the Employment Committee recommends that Full Council approve the Pay Policy Statement – Appendix 1 – as presented and agree for its publication for the 2022-23 financial year.
  - (2) That the Employment Committee recommends 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.
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## 1 Background/Information

- 1.1 Agreeing and publishing the Pay Policy is a legal requirement. 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. The statement must be published once it has been approved, this will be on the Council's website.
- 1.2 The report gives a definition of chief officers and lowest paid employees. It covers different elements of remuneration and outlines the guidelines and policies that govern remuneration.
- 1.3 The Pay Policy Statement must be prepared on an annual basis beginning with 2012-2013 financial year and each subsequent year as set out in the Localism Act 2011.
- 1.4 The statement must contain details of the authority's policies in relation to remuneration for its chief officers
- 1.5 It must also include a definition of its lowest paid workers and the policy in relation to their remuneration.
- 1.6 It must include the relationship in remuneration between chief officers and lowest paid workers; this has been illustrated by ratios.
- 1.7 The statement also includes levels and elements of remuneration for chief officers, remuneration for the recruitment of chief officers, increases and additions to chief officers, performance related or other bonuses for chief

officers, the approach to chief officer remuneration if they cease to hold office or cease employment and the publication of and access to information relating to chief officer remuneration.

## **2 Alternative Options available**

2.1 None considered – it is required by law.

## **3 Consultation and Members' comments**

3.1 The Portfolio Holder has been consulted on the content of this report and supports the proposals.

## **4 Implications of the proposal**

### **4.1 Legal/Human Rights Implications**

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

### **4.2 Financial**

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

### **4.3 Council Plan**

4.3.1 In respect of the WDC Business Plan, the report only impacts on the internal elements of People – Effective Staff. In respect of People – Effective Staff, the report recommends publication of the report to support transparency and accessibility.

### **4.4 Environmental/Climate Change Implications**

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

### **4.5 Analysis of the effects on Equality**

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

### **4.6 Data Protection**

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

### **4.7 Health and Wellbeing**

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

## **5 Risk Assessment**

5.1 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 Conclusion/Reasons for the Recommendation**

6.1 Pay Policy Reporting – It is positive to note that the measures that Warwick District Council has undertaken to combat low pay has resulted in an incrementally decreasing ratio of highest to lowest earnings that is well within the tolerances recommended by the Hutton report (20x).

**Background papers:** None

**Supporting documents:** None

### Report Information Sheet

Please complete and submit to Democratic Services with report

<b>Committee / Date</b>	Employment Committee 15 March 2022	
<b>Title of report</b>	Pay Policy Report 2022-23	
<b>Officer / Councillor Approval *required</b>	<b>Date</b>	<b>Name</b>
<b>Ward Members(s)</b>		N/A
<b>Portfolio Holder</b>	21/2/22	Andrew Day
<b>Financial Services *</b>	21/2/22	Mike Snow
<b>Legal Services (*SDC)</b>	1/3/22	Phil Grafton
<b>Other Services</b>		
<b>Chief Executive(s)</b>	21/2/22	Chris Elliott
<b>Head of Services(s)*</b>		Tracy Dolphin
<b>Section 151 Officer</b>	21/2/22	Mike Snow
<b>Monitoring Officer</b>	1/3/22	Phil Grafton
<b>CMT (WDC)</b>	21/2/22	
<b>Leadership Co-ordination Group (WDC)</b>		
<b>Other organisations</b>		
<b>Final decision by this Committee or rec to another Ctee / Council?</b>	Recommendation to Council	
<b>Contrary to Policy / Budget framework?</b>	No	
<b>Does this report contain exempt info/Confidential? If so, which paragraph(s)?</b>	No	
<b>Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?</b>	No	
<b>Accessibility Checked?</b>	Yes	

## **PAY POLICY STATEMENT 2022/23**

### **Introduction and Purpose**

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

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

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

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

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

The Pay Policy Statement must include:

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

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

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

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

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

## **REMUNERATION PROVISIONS**

### **Definition of Chief Officers**

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

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

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

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

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

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

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

'The lowest paid worker is defined as those on the lowest spinal column point of Grade J, which is the Council's lowest pay grade (excluding apprentices)'. Warwick District Council does not have any employees on the lowest spinal column point and from 1<sup>st</sup> April 2021 the annual salary of the lowest paid employee is £18,562 (£9.62 per hour).

This places a ratio between the lowest paid and highest paid employee at 6.22:1 from 1<sup>st</sup> April 2021.

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

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

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

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

#### **1. Levels of Pay for Chief Officers**

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

The Deputy Chief 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 2021/22 is 19.9% and Employee contributions can be found at

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

These elements of remuneration for 2020/21 are set out below. As at this time the Chief Executive and Chief Officer pay award for 2021/22 has not been agreed by the JNC.

## **2. Elements of Remuneration for Chief Officers**

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

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

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

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

## **3. Pay Levels on Recruitment**

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

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

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

#### **4. Increases to Pay**

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

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

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

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

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

#### **5. Impact of Shared Service Working for Chief Executive, Deputy Chief Executive and Heads of Service**

The Council has agreed to pursue a merger with Warwick District Council to form a South Warwickshire District Council in 2024

Any such proposal under this

Strategy should lead to:

- Maintained/improved service performance
- Increased resilience to the service
- Reduction in cost to the Council

The Council has agreed to the sharing of senior posts, via a Section 113 Agreement, with Stratford District Council as opportunities arise. All costs relating to shared posts will be split equally between the two Councils.

In recognition of the additional duties being undertaken, during the transitional stage an interim honorarium of 5% is being applied to all Head of Service posts which are undertaking a joint Head of Service role, for both authorities, with effect from the date the S113 Agreement became active.

#### **6. Market Forces Supplement**

The Council updated their Market Forces Supplement Scheme in 2017. It is the Council's policy to pay temporary and reviewable 'market forces supplement' to posts where there is clear and demonstrable evidence that the salary level attached to the post creates substantial recruitment and retention difficulties. Any supplement will be

automatically withdrawn at the end of two years unless an application for extension is agreed.

## **7. 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.

## **8. Termination Payments**

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

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

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

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

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

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

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

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

In 2021/22 the lowest paid persons employed under a contract of employment with the Council were employed on new spinal column point 3 of the NJC Pay. The full time equivalent salary for this point is £18,562. This is the evaluated rate for the job

in accordance with the Hay job evaluation scheme and the Council's agreed grading structure.

Using the Hay Job Evaluation process, the Councils uses the nationally negotiated pay spine (further details can be found at [www.LGE.gov.uk](http://www.LGE.gov.uk)) as the basis for its local grading structure. This determines the salaries of the large majority of the workforce – apart from Chief Officers - together with the use of other nationally defined rates where relevant. The Council is committed to adherence to the national pay bargaining in respect of the national pay spine and any annual cost of living increases negotiated in the pay spine. The 2021/22 award has yet to be agreed.

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

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

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

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

<b>Salary Information 2021/22</b>	
	<b>£</b>
Highest Chief Officer Salary	115,469
Median Chief Officers Salary	66,652
Median Officers Salary	25,481
Lowest Officer Salary	18,562

	2020/21
Comparison of the Chief Officers Mean / Officer Mean	2.65
Highest earning Chief Officer/ Pay scale Officer Mean	4.13
Highest earning Chief Officer/ Lowest Pay scale Officer	6.22
Median Chief Officer/ Median Pay scale Officer	2.62
Highest Chief Officer/ Median Pay scale Officer	4.53

These figures are accurate as of January 2022 data and exclude any other payments or allowances. The tolerances are well within the limits recommended by the Hutton report.

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

#### **Section 4 - PUBLICITY AND ACCESS TO INFORMATION**

This policy including Appendices will be available on our web site [www.Warwickdc.gov.uk](http://www.Warwickdc.gov.uk).

#### **Section 5 - RELATED DOCUMENTS**

Early Retirement	Flexible Retirement
Redeployment Policy	Ill-Health Retirement Policy
Recruitment Policy	Honoraria Policy
Final Increment Scheme for Chief Officers	Capability Policy
Disciplinary Policy	Market Forces Supplement
Scheme	
Hay Job Evaluation Scheme	

Date of first issue:	March 2012
Date of next review:	January 2023

## WARWICK SENIOR MANAGERS GRADES 2020/21

### **Chief Officers and Chief Executive 2021/22 Pay Award has yet to be agreed**

(WSMG Scheme for Chief Officers excluding the Chief Executive)

#### **Basic Pay**

<b>Grade</b>	<b>Post</b>	<b>Starting Point £</b>	<b>Mid Point £</b>	<b>Max Point £</b>	
CX	Chief Executive	105,460	-	115,469	
WSMG1	Joint Deputy Chief Executive	86,759	90,375	93,989	
WSMG1	Joint Programme Director for Climate Change	86,759	90,375	93,989	
WSMG1	Joint Head of Finance (S151)	76,748	79,807	82,865	2
WSMG3	Joint Head of Housing	61,521	64,086	66,652	1, 2 & 3
WSMG3	Joint Head of Culture, Tourism and Leisure	61,521	64,086	66,652	2
WSMG3	Joint Head of People and Communications	61,521	64,086	66,652	2
WSMG3	Joint Head of ICT	61,521	64,086	66,652	2
WSMG3	Joint Head of Assets	61,521	64,086	66,652	2
WSMG3	Head of Community Protection	61,521	64,086	66,652	2

1 = In receipt of a Market supplement

2 = In receipt of 5% honorarium enhancement to reflect joint working

3 = In receipt of an honorarium payment to reflect working at a higher level

<b>Joint Posts Employed by Stratford</b>
Joint Deputy Chief Executive
Joint Head of Law and Governance - Monitoring Officer
Joint Head of Environmental and Operational Services
Joint Head of Revenues and Customer Services
Interim Joint Head of Development Services
Joint Head of Place and Economy

## **ELEMENTS OF REMUNERATION FOR CHIEF OFFICERS**

### **Car Mileage Payments**

The accumulative mileage claims for the Chief Officer population for 2019/20 is approximately £990. In 2020/21 claims were in the region of £45

### **Election Allowance for 2021/22 (Chief Executive only)**

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

### **Market Forces Payments**

# The Head of Housing Services post is currently in receipt of a £6,360 market supplement in accordance with the Market Forces Supplement Scheme.

### **Honorarium Payments**

Chief Officers acting as Joint Head of Service with Stratford District Council received a 5% honoraria in 2021/22 from the date of joint responsibilities being undertaken.

### **Relocation Scheme**

None anticipated for 2021/22

### **Mortgage Subsidy Scheme**

None currently

### NJC Salary Grades 1 APRIL 2020

At the time of writing the NJC 21/22 Pay Award has not been agreed

<b>Salary Grade</b>	<b>Spinal Column Point</b>	<b>Salary £</b>
<b>I</b>	2	18,198
	3	18,562
<b>H</b>	4	18,933
	5	19,312
<b>G</b>	6	19,698
	7	20,092
	8	20,493
	9	20,903
	10	21,748
	11	22,183
<b>F</b>	12	23,080
	13	23,541
	14	24,491
	15	25,481
<b>E1</b>	16	25,991
	17	27,041
	18	27,741
	19	28,672
	20	29,577
<b>E2</b>	21	30,451
	22	31,346
	23	32,234
	24	32,910
	25	33,782
<b>D</b>	26	34,728
	27	35,745
	28	36,922
	29	37,890
<b>C</b>	30	38,890
	31	39,880
	32	40,876
	33	41,881
	34	42,821
<b>B</b>	35	43,857
	36	44,863
	37	45,859
	38	46,845
	39	47,846
	40	48,847
<b>A</b>	41	49,865
	42	50,881
	43	51,896

# **WARWICK SENIOR MANAGER GRADES**

## **Salary Grades 2020/21**

At the time of writing the JNC and Chief Executive's 21/22 Pay Award had not been agreed

Grade	WSMG Point	1.4.21 Salary £
WSMG3	1	61,521
	2	64,086
	3	66,652
WSMG2	4	77,748
	5	79,807
	6	82,865
WSMG1	7	86,795
	8	90,375
	9	93,989
C Exec	1	105,460
	2	115,469

**Title:** Gender and Ethnicity Pay Gap Reporting

**Lead Officer:** Tracy Dolphin [tracy.dolphin@warwickdc.gov.uk](mailto:tracy.dolphin@warwickdc.gov.uk)

**Portfolio Holder:** Councillors Andrew Day

**Wards of the District directly affected:** None

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## Summary

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

## Recommendations

- (1) That Employment Committee recommend to Council the publication of the Gender Pay Gap reporting as of March 31<sup>st</sup> 2021 presented in Appendix 1, prior to its publication April 1<sup>st</sup> 2022.
  - (2) That Employment Committee recommend to the Council the publication of the Ethnicity Pay Gap reporting as of March 31<sup>st</sup> 2021 presented in Appendix 2.
- 

## 1 Background/Information

- 1.1 Gender Pay Gap legislation (developed by the Government Equalities Office) introduced in April 2017 requires all employers of 250 or more employees to publish their gender pay gap for workers in scope as of 31 March of each year.
- 1.2 Unlike the gender pay gap, there is no legal requirement for companies to publish their ethnicity pay gap. A recent report by the Commission for Race and Ethnic Disparities recommended that the practice remain voluntary due to a lack of diversity in some parts of the country. A coalition of workers' groups have called for ethnicity pay gap reporting to be made mandatory so employers can better address pay disparities. Warwick District Council has decided voluntarily publishes its ethnicity pay gap data because it believes it's an important step towards ensuring our workforce is diverse, inclusive, and fair for everyone
- 1.3 The WDC gender pay gap reporting figures and the ethnicity pay gap reporting figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The data includes the following types of staff: Employees with a contract of employment (part time, full time, permanent and fixed term), Casuals/Workers. A glossary of terms and basis of calculations is included in Appendix 3.
- 1.4 Warwick District Council is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for

the same or equivalent work, regardless of their sex (or any other characteristic set out above).

1.5 As such it:

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

1.6 Warwick District Council is confident that its pay gap does not stem from paying employees differently for the same or equivalent work.

1.7 Transparency is a vital step towards harnessing the power of a diverse workforce. Reporting pay gap information provides employers with an essential foundation on which to identify, and then tackle, any barriers to creating a truly diverse workforce.

## **2 Alternative Options available**

2.6 None considered – it is required by law.

## **3 Consultation and Members' comments**

3.6 The Portfolio Holder has been consulted on the content of this report and supports the recommendations.

## **4 Implications of the proposal**

### **4.6 Legal/Human Rights Implications**

4.6.1 Gender Pay Gap reporting is required by law - the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

### **4.7 Financial**

4.7.1 The adoption of the recommendations will have no direct budgetary implications for the Council.

### **4.8 Council Plan**

4.8.1 In respect of the WDC Business Plan, the report only impacts on the internal elements of People – Effective Staff. In respect of People – Effective Staff, the report recommends publication of the report to support transparency and accessibility.

### **4.9 Environmental/Climate Change Implications**

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

### **4.10 Analysis of the effects on Equality**

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

### **4.11 Data Protection**

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

### **4.12 Health and Wellbeing**

4.12.1 The proposals support the overall wellbeing of staff by ensuring transparency

and accessibility to employment policies and processes.

## **5 Risk Assessment**

- 5.6 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.

## **6 Conclusion/Reasons for the Recommendations**

- 6.6 In accordance with the Equality Act 2010 with effect from 30th March 2018 it is a requirement to report and publish specific gender pay gap information; this is the fourth annual statement.
- 6.7 A Task & Finish group was agreed at O & S July 2020 with the remit to consider 'The Council's approach to equality and diversity, especially with regard to race'. Although this is not a legal requirement, Council decided on 24 June 2020 that "in order to support its consideration of the report and the monitoring of the action plan, the Council requires the publication of relevant annual data, including an Ethnicity Pay Gap report alongside the current Gender Pay Gap report".

**Background papers:** None

**Supporting documents:** None

### Report Information Sheet

Please complete and submit to Democratic Services with report

<b>Committee / Date</b>	Employment Committee 15 March 2022	
<b>Title of report</b>	Pay Policy Report 2022-23	
<b>Officer / Councillor Approval *required</b>	<b>Date</b>	<b>Name</b>
<b>Ward Members(s)</b>		N/A
<b>Portfolio Holder</b>	3.3.22	Andrew Day
<b>Financial Services *</b>	3.3.22	Mike Snow
<b>Legal Services (*SDC)</b>	3.3.22	Phil Grafton
<b>Other Services</b>		
<b>Chief Executive(s)</b>	3.3.22	Chris Elliott
<b>Head of Services(s)*</b>	3.3.22	Tracy Dolphin
<b>Section 151 Officer</b>	3.3.22	Mike Snow
<b>Monitoring Officer</b>	3.3.22	Phil Grafton
<b>CMT (WDC)</b>		
<b>Leadership Co-ordination Group (WDC)</b>		
<b>Other organisations</b>		
<b>Final decision by this Committee or rec to another Ctee / Council?</b>	Recommendation to Council	
<b>Contrary to Policy / Budget framework?</b>	No	
<b>Does this report contain exempt info/Confidential? If so, which paragraph(s)?</b>	No	
<b>Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?</b>	No	
<b>Accessibility Checked?</b>	Yes	

**GENDER PAY GAP REPORTING 2021/22**

**DATA AS AT 31.3.21**

**1. Background Information**

- 1.1 The gender pay gap report for Warwick District Council sets out the gender pay gap information relating to employees in line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.
- 1.2 Any company who employs more than 250 employees are required to report on their:
- a. Mean gender pay gap
  - b. Median gender pay gap
  - c. Mean bonus gender pay gap (including long service and honoraria)
  - d. Median bonus gender pay gap (including long service and honoraria)
  - e. Proportion of males and females receiving a bonus payment
  - f. Proportion of males and females in each quartile band
- 1.3 This report identifies Gender pay gap data using pay data on the snapshot date of 31<sup>st</sup> March 2021, and in relation to 'bonuses' paid between 1<sup>st</sup> April 2020 and 31<sup>st</sup> March 2021
- 1.4 The information must be published on both the Council's website and available for at least 3 years and on the designated government website. This is the fourth pay gap data report to be compiled.
- 1.5 The WDC gender pay reporting figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
- 1.6 The data includes the following types of staff:
- Employees with a contract of employment (part time, full time, permanent and fixed term)
  - Casuals/Workers
  - Apprentices
- 1.7 The data does not include temporary staff employed through an agency.

**2.0 Gender Profile**

- 2.1 As at 31.3.21 Warwick District Council employed 574 people (contracted and casual staff).
- 2.2 The Council employs a higher percentage of women (56%) than men (44%) at 31.3.21. The percentage of women has stayed the same since 2018.
- 2.3 When compared with Warwickshire's general population of economically active people aged 16 and over, the Council employs a higher percentage of women and a lower percentage of men (56% women employees

compared with the general population of 46.8% women, and 44% men compared with the general population of 53.2% men).

		<b>Female</b>	<b>%</b>	<b>Male</b>	<b>%</b>	<b>Total</b>
<b>Number of Employees</b>	<b>2021</b>	322	56.09	252	43.91	574
	<b>2020</b>	320	56.44	247	43.56	567
	<b>2019</b>	313	56.19	244	43.81	557
	<b>2018</b>	296	55.53	237	44.47	533

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

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

### 3. Mean, Median and Bonus Gender Pay Gap Results

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

- mean figure (the difference between the average of male and female pay).

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

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

	Year	Female	Male	Gender Pay Gap
<b>Mean hourly rate</b>	2021	£13.66	£15.87	13.93%
	2020	£12.92	£15.08	14.32%
	2019	£12.43	£14.56	14.63%
	2018	£12.20	£14.41	15.30%
<b>Median hourly rate</b>	2021	£11.96	£14.16	15.54%
	2020	£11.07	£13.11	15.50%
	2019	£11.24	£12.49	10%
	2018	£11.02	£12.37	10.90%
<b>Mean bonus payment</b>	2021	£500.00	£472.00	-5.93%
	2020	£390	£427	8.66%
	2019	£60.90	£61.08	0.29%
	2018	£34.47	£18.20	-89.40%
<b>Median bonus payment</b>	2021	£860.11	£936.76	8.18%
	2020	£444	£444	0%
	2019	£500	£130	-284.60%
	2018	£750	£447	-68%
<b>Proportion who received a bonus</b>	2021	7.76%	5.55%	
	2020	1.50%	2%	
	2019	13.40%	14.30%	
	2018	6%	3%	

### 3.1 Mean gender pay gap

There is an 13.93% pay gap between the mean hourly rate for Male employees and Female employees on 31<sup>st</sup> March 2021.

The Council's mean gender pay gap has reduced by 1.37% from 15.3% since 2018.

The gender pay gap in the UK has been declining slowly over time; over the last decade it has fallen by just over one-fifth among all employees. Our mean gender pay gap is slightly lower than the 2020 national median gender pay gap of 14.6% by 0.6%, and the public sector as a whole by 0.5% where the mean gender pay gap is 14.5% (ONS).

### 3.2 Median gender pay gap

There is an 15.54% pay gap between the median hourly rate for Female employees and Male employees on 31<sup>st</sup> March 2021.

The Council's median gender pay gap has increased by 4.64% from 10.9% since 2018.

Our median gender pay gap is the same as the 2020 national median gender pay gap of 15.5% and is very slightly lower than the public sector as a whole by 0.3% where the median gender pay gap is 15.8% (ONS).

### 3.3 Bonus pay

In terms of mean bonuses, Females employees earned more (£500.00) than Male employees (£472.00). The gap is 5.93% in favour of Female employees.

In terms of median bonuses, Female employees earn less (£860.11) than Male employees (£936.76) employees.

### 4.0 Pay Quartiles

4.1 2020 – 2021 hourly rates within Warwick District Council range from £4.55 (apprentice rate) to £53.25.

4.2 On 31 March 2021 the highest concentration of female employees is in the lower quartile 64%.

4.3 Since March 2018, the percentage of female employees in the lower quartile has increased by 1% (63% to 64%).

4.4 Since March 2018 the percentage of female employees in the upper quartile has increased by 2 % (38% to 40%)

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

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

<b>WDC Pay Quartiles by Gender 31.3.20</b>						
<b>Quartile</b>	<b>No. of males</b>	<b>No. of females</b>	<b>Total</b>	<b>Males</b>	<b>Females</b>	<b>Total %</b>

<b>Lower Quartile £4.35 to £10.24</b>	46	95	141	33%	67%	100%
<b>Lower Middle Quartile £10.24 to £11.88</b>	59	83	142	42%	58%	100%
<b>Upper Middle Quartile £11.88 to £16.60</b>	58	84	142	41%	59%	100%
<b>Upper Quartile £16.60 to £58.25</b>	84	58	142	59%	41%	100%

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

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

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

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

#### 5.0 **Summary of Gender Pay Gap Data as at 31<sup>st</sup> March 2021**

- The Mean Gender pay gap is 13.93% (a total year decrease of 1.37% since 2018).
- The Median Gender pay gap is 15.54% (a total increase of 4.64% since 2018). Females in lower graded roles have increased by 16 and at the same time males in these roles have decreased by 10.

- The Mean Bonus pay gap has decreased to -5.93% with more females receiving a bonus than males however the Median bonus payment gap is 8.18% with males on average receiving a higher amount.

## 6.0 Analysis

At Warwick District Council the gender pay gap for the mean hourly rate decreased by 0.39%.

The median hourly rate for females increased by 0.89p and the median hourly rate for males grew by 1.05p. This is largely attributable to the higher number of females in the lower graded roles compared to males.

The lowest pay rate increased from £4.35 to £4.55 due to an increase in the apprenticeship pay rate.

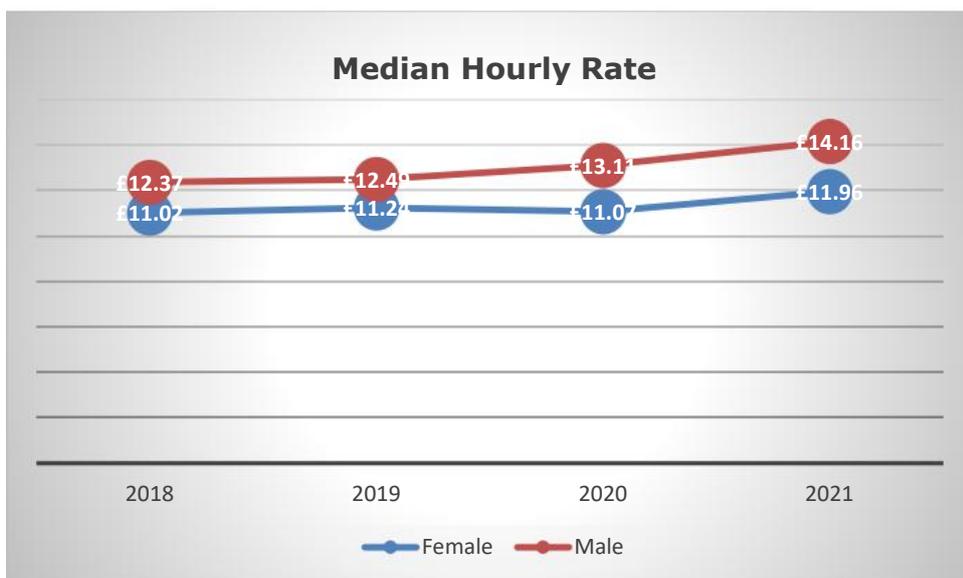
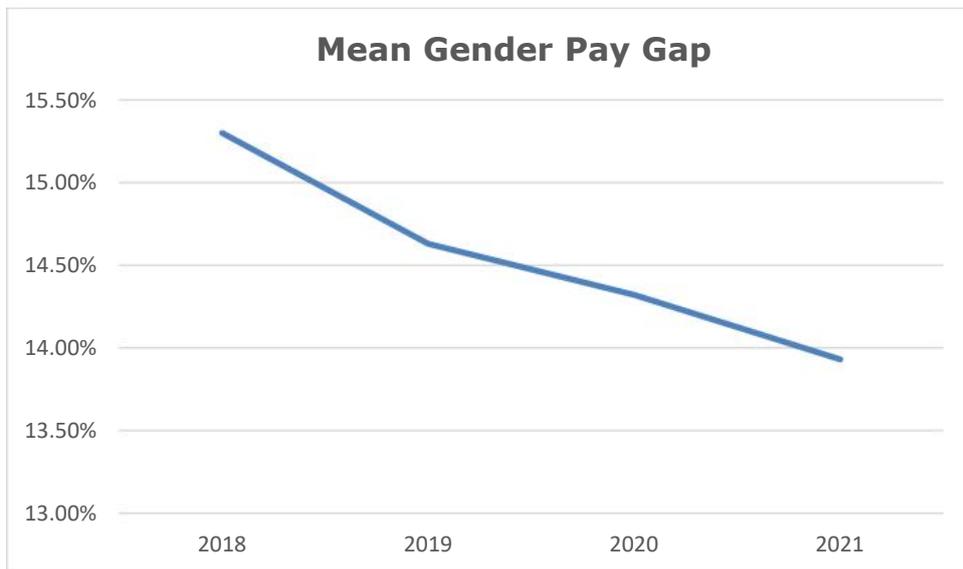
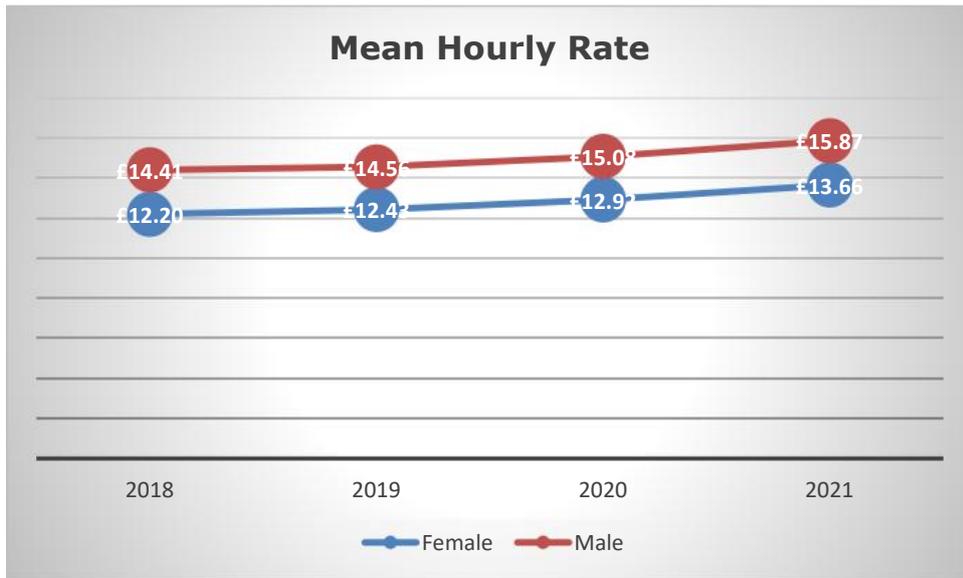
## 7.0 National Picture

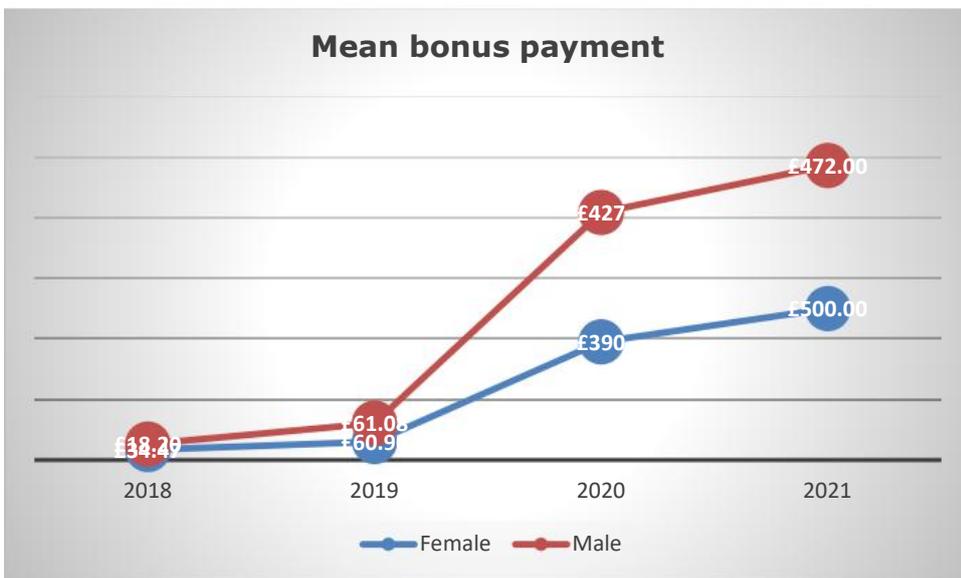
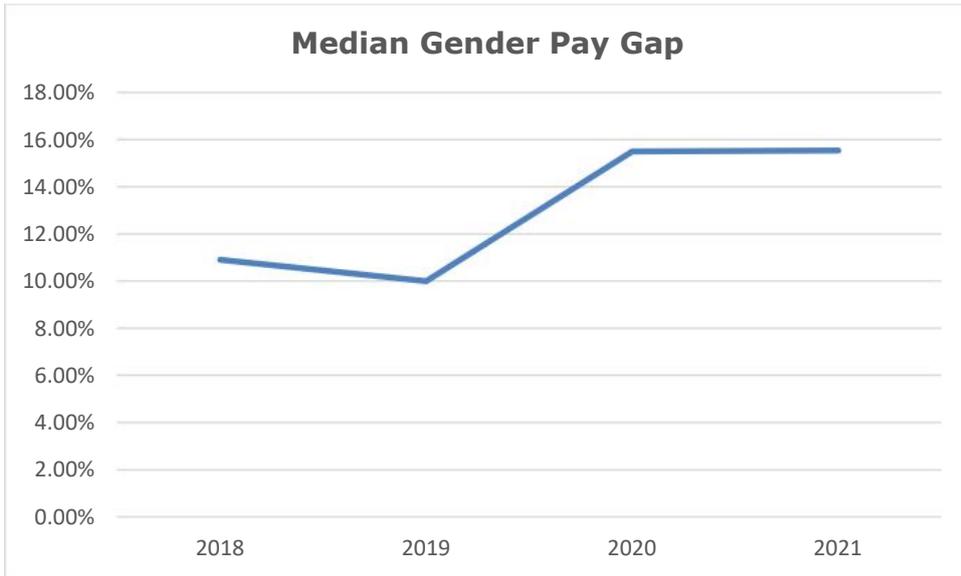
We have compared the Council's gender pay gap results for the mean and median hourly pay to the Office of National Statistics (ONS) - Annual Survey of Hours and Earnings (ASHE) provisional earnings data for October 2021 for jobs in the United Kingdom in the table below:

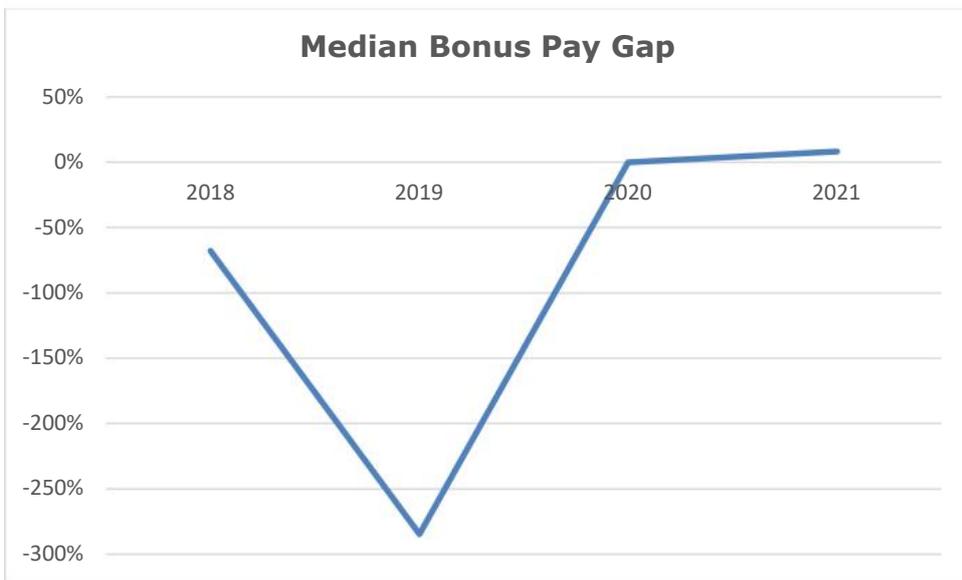
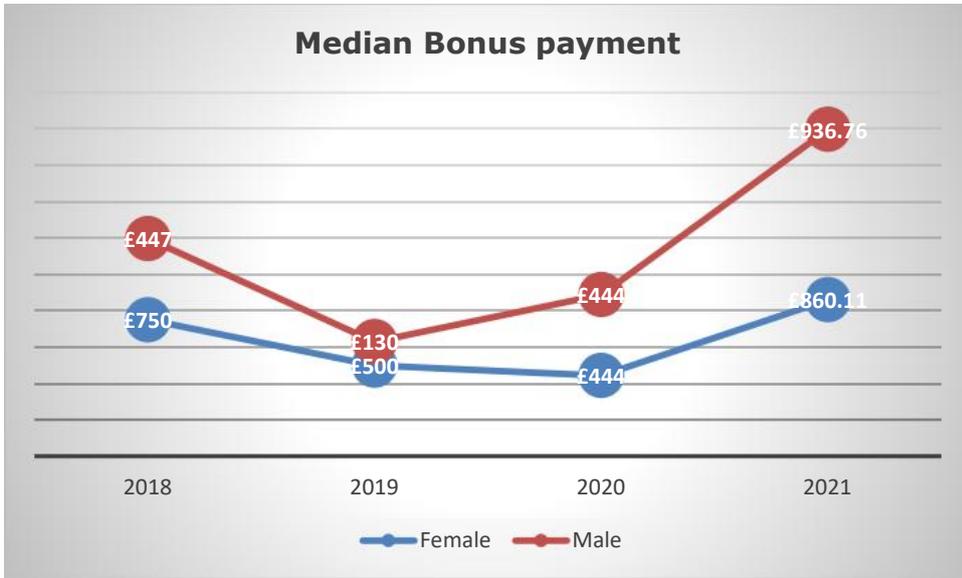
Description	Mean	Median
<b>United Kingdom</b>	14.9	15.4
Public Sector	14.8	18.00
Private Sector	17.8	19.6
<b>Warwickshire</b>	Not available	22.9
Warwick Area	8.8	16.6
Warwick District Council	15.3 (2018) 14.6 (2019) 14.3 (2020) 13.9 (2021)	10.9 (2018) 10.0 (2019) 15.5 (2020) 15.5 (2021)

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

**Appendix 1a**







**ETHNICITY PAY GAP REPORTING 2021/22**

**DATA AS AT 31.3.21**

**1. Background Information**

- 1.1 The ethnicity pay gap report for Warwick District Council sets out the ethnicity pay gap information relating to employees and is calculated in line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.
- 1.2 Unlike the gender pay gap, there is no legal requirement for companies to publish their ethnicity pay gap. A recent report by the Commission for Race and Ethnic Disparities recommended that the practice remain voluntary due to a lack of diversity in some parts of the country. A coalition of workers' groups have called for ethnicity pay gap reporting to be made mandatory so employers can better address pay disparities. Warwick District Council has decided to voluntarily publish its ethnicity pay gap data because we believe it's an important step towards ensuring our workforce is diverse, inclusive, and fair for everyone.
- 1.3 This report identifies the Council's ethnicity pay gap data using pay data on the snapshot date of 31<sup>st</sup> March 2021, and in relation to 'bonuses' paid between 1<sup>st</sup> April 2020 and 31<sup>st</sup> March 2021.
- 1.4 The WDC ethnicity pay reporting figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Advice received from the WCC's Equality, Diversity and Inclusion Practitioner is that for the purposes of the calculation 'Not declared' should be included in the White British category.
- 1.5 The acronym BAME (Black, Asian and minority ethnic) is used throughout this report however, we recognise its limitations as a term that combines and therefore dilutes the experiences of Black, Asian, and other ethnic groups.
- 1.6 The data includes the following types of staff:
  - Employees with a contract of employment (part time, full time, permanent and fixed term)
  - Casuals/Workers
  - Apprentices
- 1.7 The data does not include temporary staff employed through an agency.

## 2 Ethnicity Profile

- 2.1 As at 31.3.21 Warwick District Council employed 574 people (contracted and casual staff).
- 2.2 Since 2018 the percentage of employees who are BAME has increased by 1.4% to 10.1%.
- 2.3 The BAME profile at the Council, comparing the percentage of White British and Not declared, shows a slightly lower representation of BAME employees (10.1%) compared with the general Warwickshire population (11.8%).

		<b>Not declared and White British</b>	<b>%</b>	<b>BAME</b>	<b>%</b>	<b>Total</b>
<b>Number of employees</b>	2021	516 (63 Not declared)	89.9	58	10.1	574
	2020	510 (60 Not declared)	90	57	10.0	567
	2019	505 (64 Not declared)	90.6	52	9.4	557
	2018	487 (47 Not declared)	91.3	46	8.7	533

<b>Not declared</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Employees	63	60	64	47
% of employees	10.98%	10.6%	9.4%	8.8%
Full time	38	34	38	31
Part time	9	10	10	10
% part time	14%	16.6%	15.6%	21.3%
Casual workers	16	16	16	6
Average week p/t	22.7	21.4	21.1	20.3
Hours between	7.67 - 35	7.50 - 35	7.50 - 33.5	7.67 - 33.5
Average week all	34.4%	33.6%	33.7%	32.9%
% Managerial roles	23.8%	15%	15.6%	19%

<b>BAME</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Employees	58	57	52	46
% of employees	10.1%	10.0%	9.4%	8.7%
Full time	40	39	37	32
Part time	17	17	13	10
% part time	29.3%	29.3%	25%	21.7%
Casual workers	1	1	2	4
Average week p/t	25.22	25.3	22.2	25.3
Hours between	7.67 - 35	7.67 - 35	7.67 - 35	8.63 - 35
Average week all	33.5	33.5	33.2	34.2
% Managerial roles	13.7%	14%	11.5%	8.7%
<b>White British</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Employees	453	450	441	438
% of employees	78.9%	79.4%	79.1%	82.5%
Full time	298	288	284	263
Part time	124	124	120	132
% part time	27.4	27.6%	27.2%	30%
Casual workers	31	38	37	43
Average week p/t	22.2	22.5	22.5	23.14
Hours between	6.23 -35	7.50 - 35	7.67 - 35	7.67 - 35
Average week all	32.7	32.7	32.7	32.43
% Managerial roles	17.6%	18.2%	20.6%	21.5%

### **3. Mean, Median and Bonus Ethnicity Pay Gap Results**

The methodology as that used in calculating the Gender Pay Gap reporting has been used.

A summary of the results for Warwick District Council are set out below:

		<b>Not declared and White British</b>	<b>BAME</b>	<b>Pay gap</b>
<b>Mean hourly rate</b>	2021	£14.82	£12.95	12.62%
	2020	£14.00	£12.62	9.85%
	2019	£13.62	£11.66	14.39%
	2018	£13.33	£11.81	11.4%
<b>Median hourly rate</b>	2021	£13.21	£10.94	17.18%
	2020	£12.35	£10.54	14.65%
	2019	£11.74	£10.27	12.52%
	2018	£12.13	£10.44	13.93%
<b>Mean bonus payment</b>	2021	£936.00	£476.50	49.1%
	2020	£413.33	£370.00	10.84%
	2019	£434.88	£600.00	-37.96%
	2018	£829.89	£657.60	20.76%
<b>Median bonus payment</b>	2021	£500.00	£500.00	0.00%
	2020	£444.00	£370.00	16.66%
	2019	£300.00	£500.00	-66.66%
	2018	£750.00	£750.00	0%
<b>Proportion who received a bonus</b>	2021	6.78%	6.89%	
	2020	1.76%	1.75%	
	2019	14.45%	7.69%	
	2018	3.69%	10.87%	

### 3.1 Mean ethnicity pay gap

There is a 12.62% pay gap between the mean hourly rate for BAME employees and White British/Not declared employees on 31<sup>st</sup> March 2021.

The Council's mean ethnicity pay gap has increased by 1.22% from 11.4% since 2018.

### 3.2 **Median ethnicity pay gap**

There is a 17.18% pay gap between the median hourly rate for BAME employees and White British/Not declared employees on 31<sup>st</sup> March 2021.

The Council's median ethnicity pay gap has increased by 3.25% from 13.93% since 2018.

This figure is significantly higher than the 2019 national median ethnicity pay gap of 1.9%, and higher than the 2018 West Midlands median ethnicity pay gap of 9.5% (ONS).

### 3.3 **Bonus pay**

In terms of mean bonuses, those of BAME background earn less (£476.50) than White British/Not declared employees (£936.00). The gap is 49.1% in favour of White employees.

In terms of median bonuses, those of BAME background earn the same as White British/Not declared employees (£500) employees. The gap is 0% which is neutral.

## 4. **Proportion by pay band quartiles**

4.1 2020 – 2021 hourly rates within Warwick District Council range from £4.55 (apprentice rate) to £53.25.

4.2 Similarly to last year's figures the concentration of BAME employees is higher, however, in the bottom two pay quartiles, than the top two pay quartiles. The highest concentration of BAME employees is in the lower middle quartile at 16.67%.

4.2 Since March 2018, the percentage of BAME employees in the lower quartile has decreased by 0.71% (10.5% to 9.79%).

4.3 Since March 2018 the percentage of BAME employees in the upper quartile has increased by 1.06% (4.5% to 5.56%).

4.4 As a consequence the 'middle' BAME employee is in the lower middle quartile and the 'middle' White British/Not declared employee is in the upper middle quartile, which explains the reason for the median ethnicity pay gap.

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

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

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

<b>WDC Pay Quartiles by Ethnicity 31.3.19</b>					
<b>Quartile</b>	<b>BAME</b>	<b>%</b>	<b>Not declared &amp; White British</b>	<b>%</b>	<b>Total</b>
<b>Lower Quartile £4.10 to £9.78</b>	11	7.9%	112	92.1%	140
<b>Lower Middle Quartile £9.78 to £11.61</b>	19	13.6%	120	86.4%	139
<b>Upper Middle Quartile £11.61 to £15.94</b>	15	10.8%	123	89.8%	138
<b>Upper Quartile £15.94 to £57.11</b>	7	5%	133	95%	140

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

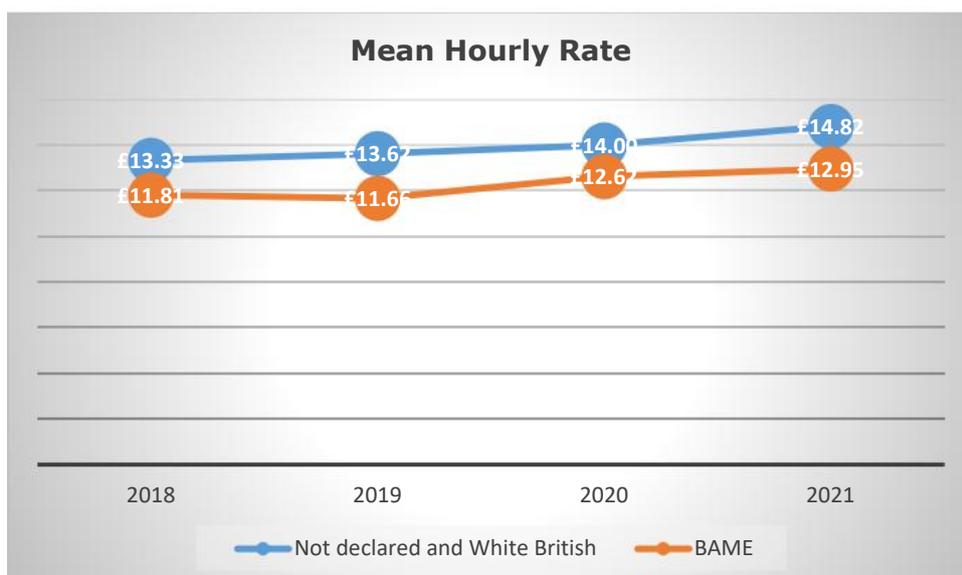
4.4 Quartile Pay Band Summary - In order for there to be no ethnicity pay gap, there would need to be an equal ratio of BAME to White British employees in each quartile.

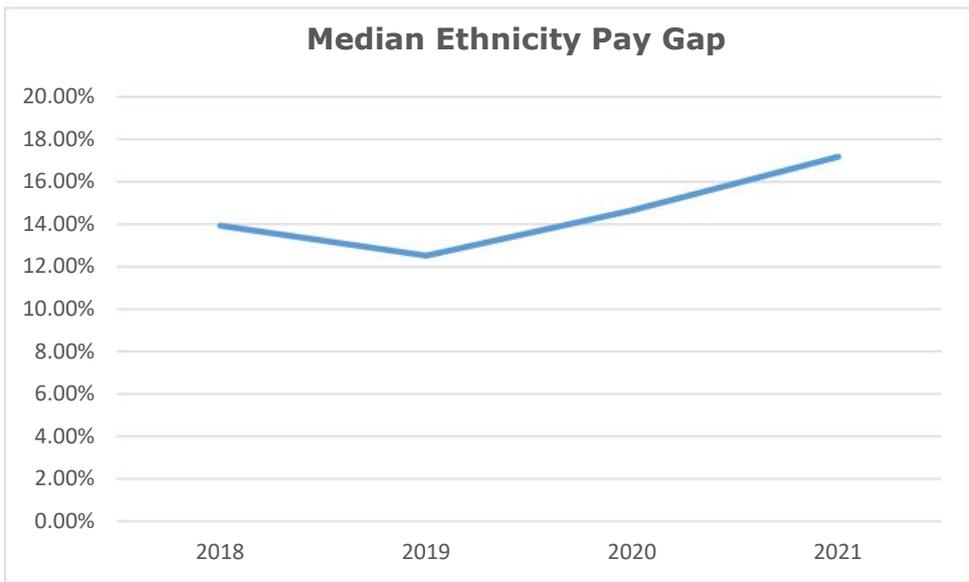
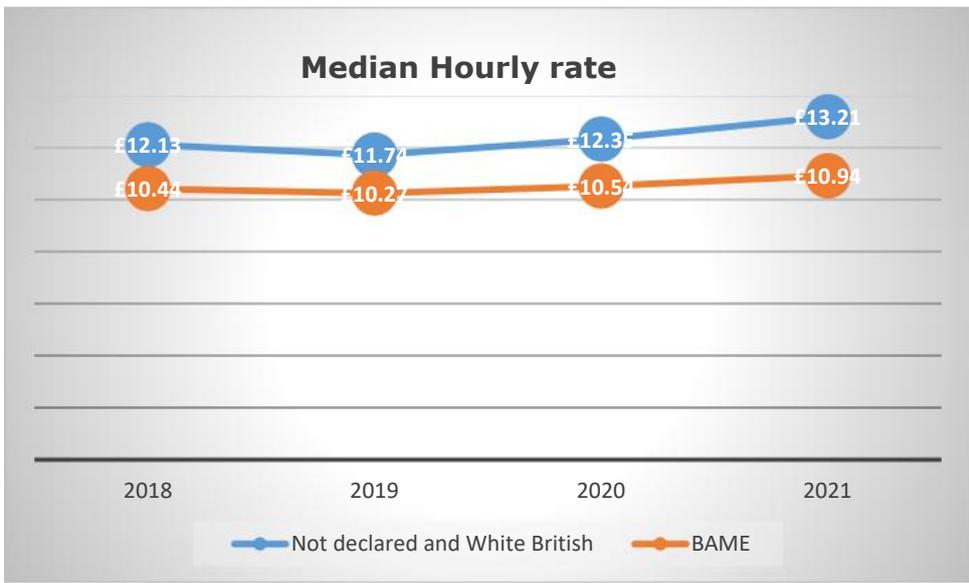
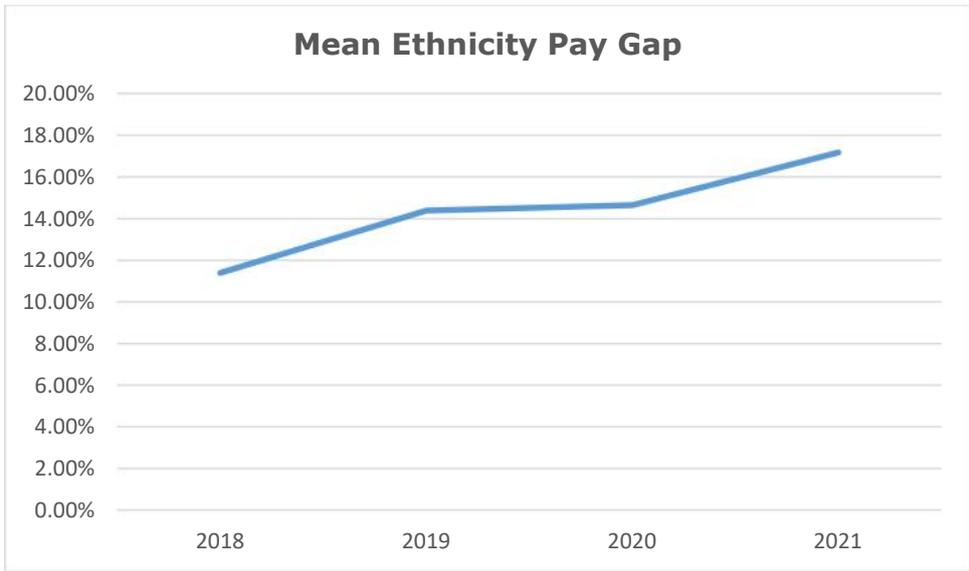
4.3 The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

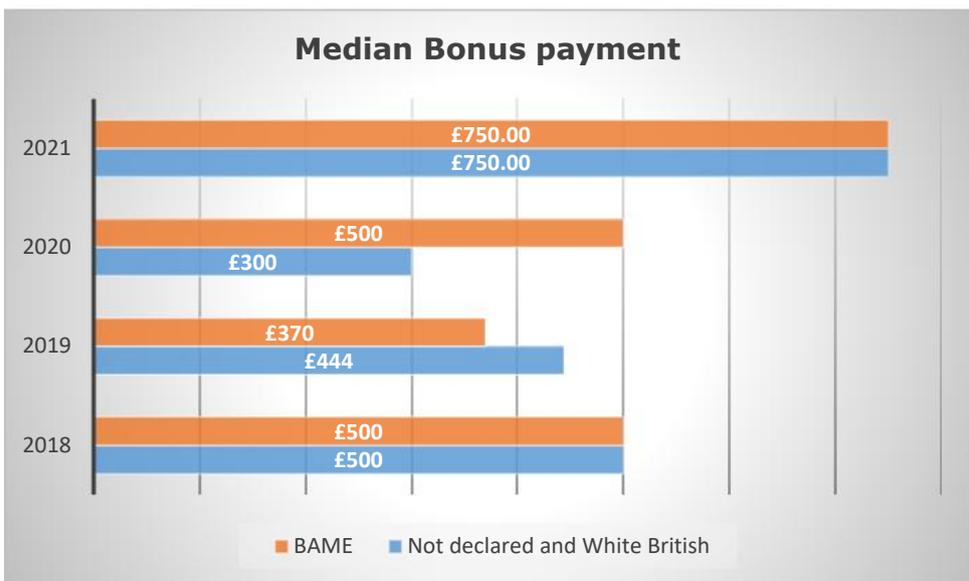
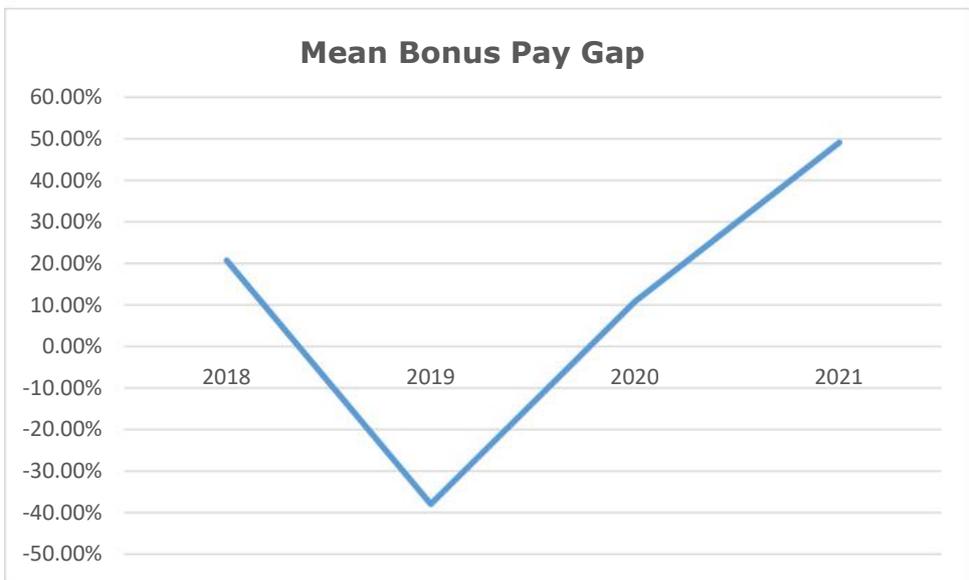
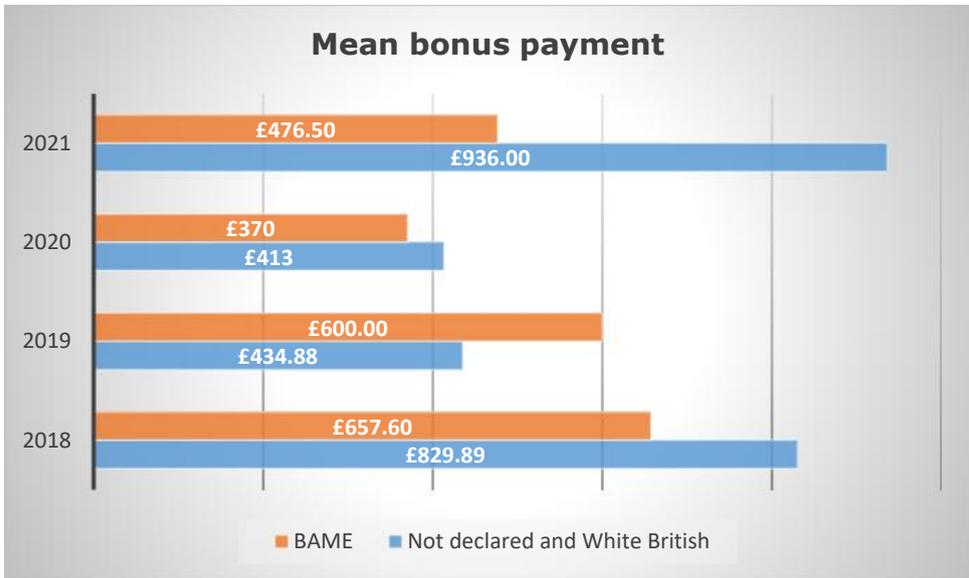
**5.0 Summary of Ethnicity Pay Gap Data as at 31<sup>st</sup> March 2021**

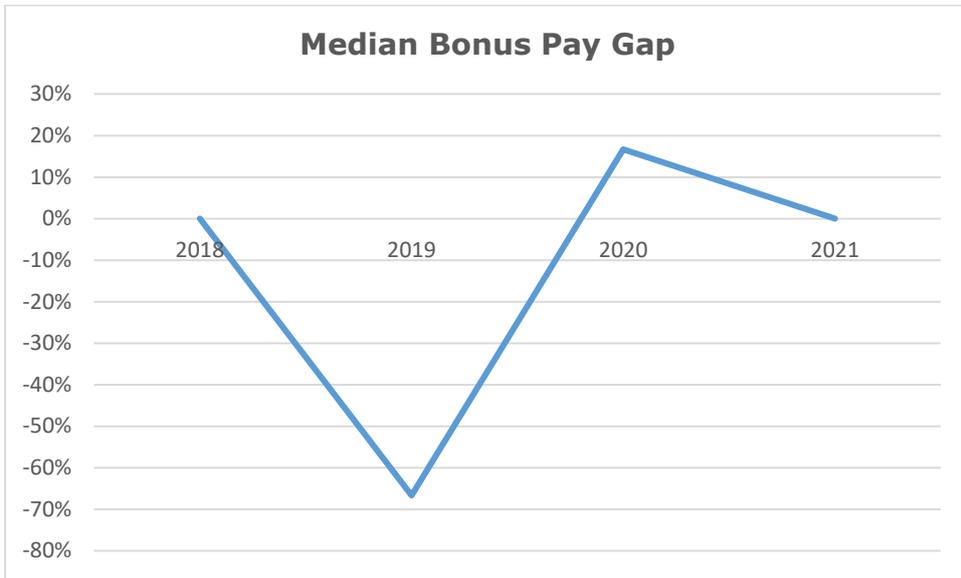
5.1 We will continue to work with the recommendations from the 'Task and Finish' group to support actions that address the ethnicity pay gap.

**Appendix 2a**









**Definitions and Methodology taken from Gender Pay Gap Reporting 2017**



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

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

Not required to be included in reporting are:

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

**Bonus**

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

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

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

**Pay Gap Reporting**

The pay gap is a measure of labour market or workplace disadvantage, expressed in terms of a comparison between males and females average hourly rates of pay. The gap can be measured in various ways and it is important to understand how the gap is being measured. The hourly rates of pay, excluding overtime are used to take account of the fact that many more males than females work full-time.

Overtime is excluded because it is recognised that male employees work more overtime than female employees due to female's caring responsibility and part-time nature of work.

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

### **Equal Pay**

There have been laws in place since the 1970s requiring employers to pay male and female who are doing 'like work', 'work of equal value' or 'work rated as equivalent' the same salary and to have equal contractual terms such as annual leave and pension payments. The law was updated in the Equalities Act 2010. This is known as equal pay.

Equal pay and gender pay are separate and not necessarily related. A company can be equal pay compliant and still have a gender pay gap. When a company pays equally and has a gender pay gap the cause is likely to be the distribution of males and females in different grades.

### **Mean Vs Median**

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

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

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

### **Mean Pay Gap**

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

#### **To calculate the mean**

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

### **Median Pay Gap**

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

#### **To calculate the median**

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

### **Bonus**

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

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

### **Mean Bonus Gap**

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

### **Median Bonus Gap**

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

### **Bonus Proportions**

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

### **Quartile Pay Bands**

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

### **Quartiles**

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

### **Measures**

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

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