

Employment Committee Tuesday 6 September 2022

A meeting of the above Committee will be held on Tuesday 6 September 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 A Day
Councillor K Dickson
Councillor B Gifford
Councillor R Hales
Councillor J Kennedy
Councillor P Kohler

Councillor M Mangat
Councillor R Margrave
Councillor M Noone
Councillor P Redford
Councillor N Tangri
Councillor J Tracey

Emergency Procedure

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

Agenda

1. **Appointment of Chairman**

To appoint the Chairman of the Committee for the municipal year 2022/23.

2. **Appointment of Vice-Chairman**

To appoint the Vice-Chairman of the Committee for the municipal year 2022/23.

3. **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.

4. **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.

5. **Minutes**

To confirm the minutes of the meeting held on 15 March 2022. **(Pages 1 to 31)**

6. **Revisions to Senior Leadership Team**

To consider a report from the Chief Executive.

(Pages 1 to 5 and Appendices 1 to 3)

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456114

Employment Committee

Minutes of the meeting held on Tuesday 15 March 2022 at the Town Hall, Royal Leamington Spa at 6.00pm.

Present: Councillor Tracey (Chairman); Councillors; Ashford, Bartlett, Hales, Kennedy, Kohler, Margrave and Tangri

16. **Apologies and Substitutes**

- (a) Apologies were received from Councillors Day and Mangat; and
- (b) Councillor Ashford substituted for Councillor Grey.

17. **Declarations of Interest**

There were no declarations of interest made.

18. **Minutes**

The minutes of the meeting held on 17 February 2022 were taken as read and signed by the Chairman as a correct record.

19. **Pay Policy Statement**

The Committee considered a report from People and Communications that presented 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.

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

Agreeing and publishing the Pay Policy was a legal requirement. It set 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 were not chief officers. The statement had to be published once it was approved, this would be on the Council's website.

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

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

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

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

It had to include the relationship in remuneration between chief officers and lowest paid workers; this was illustrated by ratios.

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

In terms of alternative options, there were none considered as it was required by law.

In response to questions from Members, the Head of People and Communications stated that the honorarium at Head of Service level was to reflect the workload of the role. However, it was not intended to be permanent and would be reviewed next year.

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

Recommended to Council that

- (1) the Pay Policy Statement, as set out at Appendix 1 to minutes, and its publication for the 2022-23 financial year, be agreed; and
- (2) the publication of the approved Pay Policy Statement on an annual basis with reviews and amendments (in-year if required subject to agreement at Council), be agreed.

20. **Gender and Ethnicity Pay Gap Report**

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

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

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

Gender Pay Gap legislation (developed by the Government Equalities Office) introduced in April 2017 required all employers of 250 or more employees to publish their gender pay gap for workers in scope as of 31 March of each year.

Unlike the gender pay gap, there was 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 should remain voluntary due to a lack of diversity in some parts of the country. A coalition of workers' groups called for ethnicity pay gap reporting to be made mandatory so employers could better address pay disparities. Warwick District Council decided to voluntarily publish its ethnicity pay gap data because it believed that it was an important step towards ensuring its workforce was diverse, inclusive, and fair for everyone.

The WDC gender pay gap reporting figures and the ethnicity pay gap reporting figures were calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The data included the following types of staff: Employees with a contract of employment (part time, full time, permanent and fixed term), Casuals/Workers. A glossary of terms and basis of calculations was included in Appendix 3 to the report.

Warwick District Council was 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 had a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).

As such it:

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

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

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

In terms of alternative options, there were none considered as it was required by law.

The Head of People and Communications explained that this report was a "snapshot in time" of data that was collected on 31 March 2021, and that the quality of the report was reliant on the quality of the data provided. For example, with the new payroll system that was introduced in 2021, only around 60-80 staff members had declared their ethnic background information. There was a need for people to understand the benefits of providing this information.

In response to questions from Members, the Head of People and Communications stated that Diversity and Inclusion should be in

everything that the Council did. Warwick District Council aimed to embed Diversity and Inclusion principles in every document produced, and it was everyone's responsibility to ensure this. She noted that the work done by the Task and Finish Group had pushed WDC to raise the bar and required more resources to tackle the issue of pay gaps.

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

Recommended to Council that

- (1) the publication of the Gender Pay Gap reporting as of 31 March 2021 as set out at Appendix 1 to the minutes be agreed, prior to its publication on 1 April 2022; and
- (2) the publication of the Ethnicity Pay Gap reporting as of 31 March 2021 presented in Appendix 2 to the report, be agreed.

(The meeting ended at 6.40pm)

CHAIRMAN
28 June 2022

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 1st 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 1st 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 1st April each year and incremental increase to their pay will be applied 12 months after the date of appointment.

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

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

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

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

5. 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) 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.

Salary Information 2021/22	
	£
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.

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

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

Grade	Post	Starting Point £	Mid Point £	Max Point £	
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

Joint Posts Employed by Stratford
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

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

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

Appendix 2 - Minute 20

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 31st March 2021, and in relation to 'bonuses' paid between 1st April 2020 and 31st 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).

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

Female	2021	2020	2019	2018
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%

Male	2021	2020	2019	2018
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	7.67 - 35 hours	7.67 - 35 hours	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
--	-------------	---------------	-------------	-----------------------

Mean hourly rate	2021	£13.66	£15.87	13.93%
	2020	£12.92	£15.08	14.32%
	2019	£12.43	£14.56	14.63%
	2018	£12.20	£14.41	15.30%
Median hourly rate	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%
Mean bonus payment	2021	£500.00	£472.00	-5.93%
	2020	£390	£427	8.66%
	2019	£60.90	£61.08	0.29%
	2018	£34.47	£18.20	-89.40%
Median bonus payment	2021	£860.11	£936.76	8.18%
	2020	£444	£444	0%
	2019	£500	£130	-284.60%
	2018	£750	£447	-68%
Proportion who received a bonus	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 31st 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 31st 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 earn 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:

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

WDC Pay Quartiles by Gender 31.3.20						
Quartile	No. of males	No. of females	Total	Males	Females	Total %
Lower Quartile £4.35 to £10.24	46	95	141	33%	67%	100%
Lower Middle Quartile £10.24 to £11.88	59	83	142	42%	58%	100%
Upper Middle Quartile £11.88 to £16.60	58	84	142	41%	59%	100%
Upper Quartile £16.60 to £58.25	84	58	142	59%	41%	100%

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

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

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

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

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

- The Mean Gender pay gap is 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**

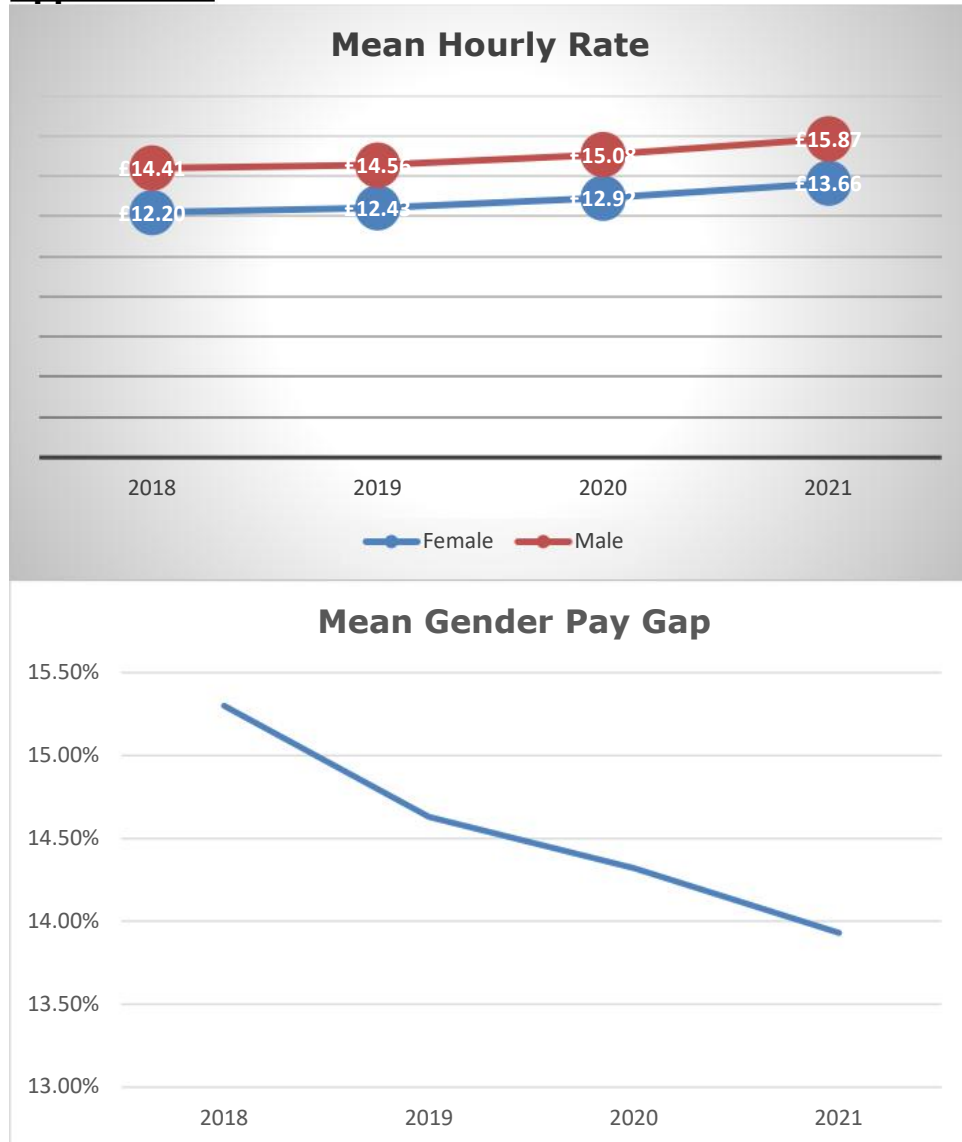
We have compared the Council's gender pay gap results for the mean and median hourly pay to the Office of National Statistics (ONS) - Annual Survey of Hours and Earnings (ASHE) provisional earnings data for October 2021 for jobs in the United Kingdom in the table below:

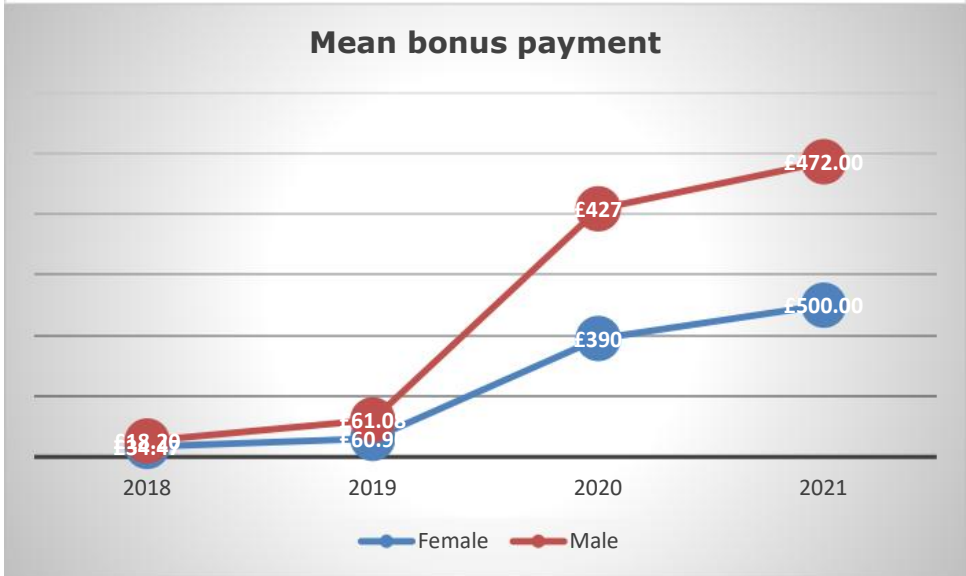
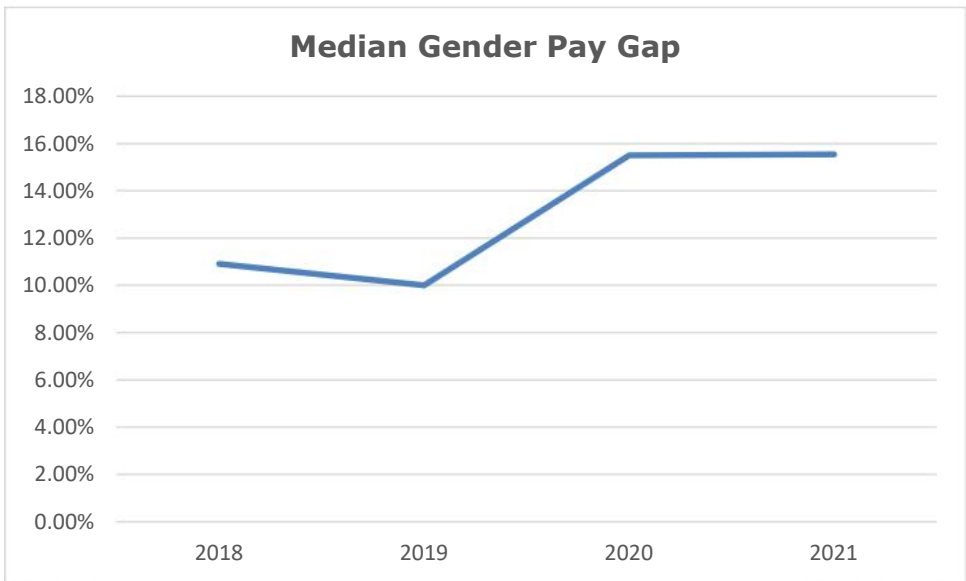
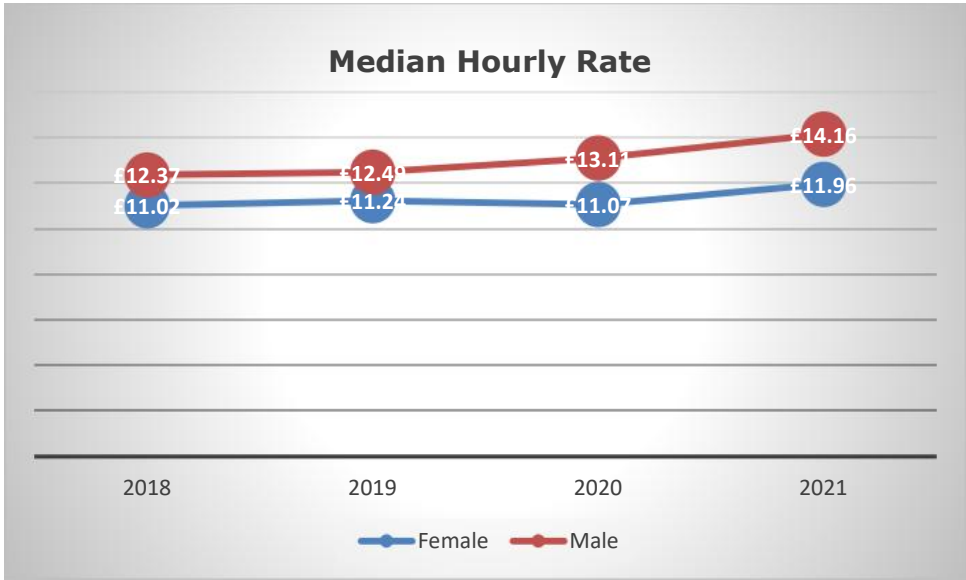
Description	Mean	Median
United Kingdom	14.9	15.4
Public Sector	14.8	18.00
Private Sector	17.8	19.6

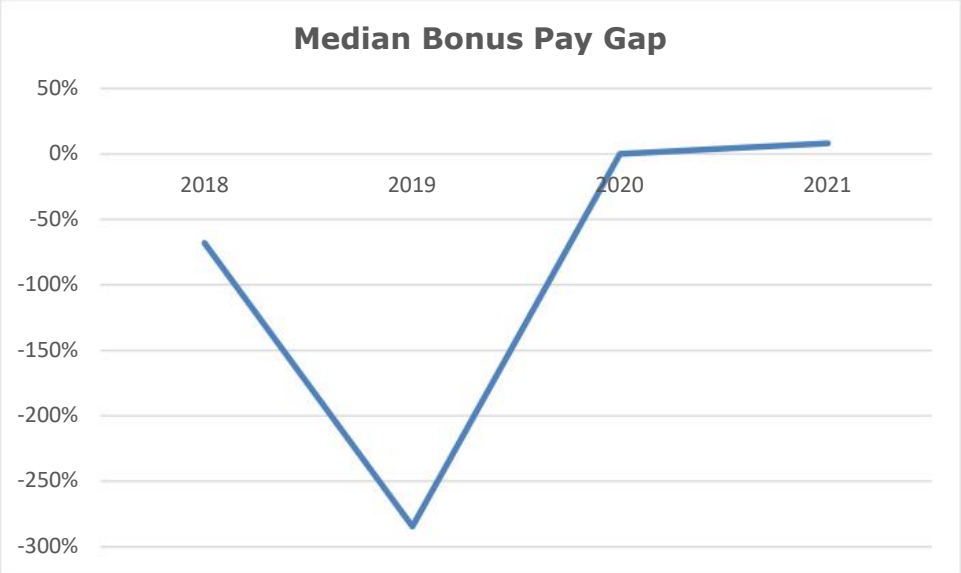
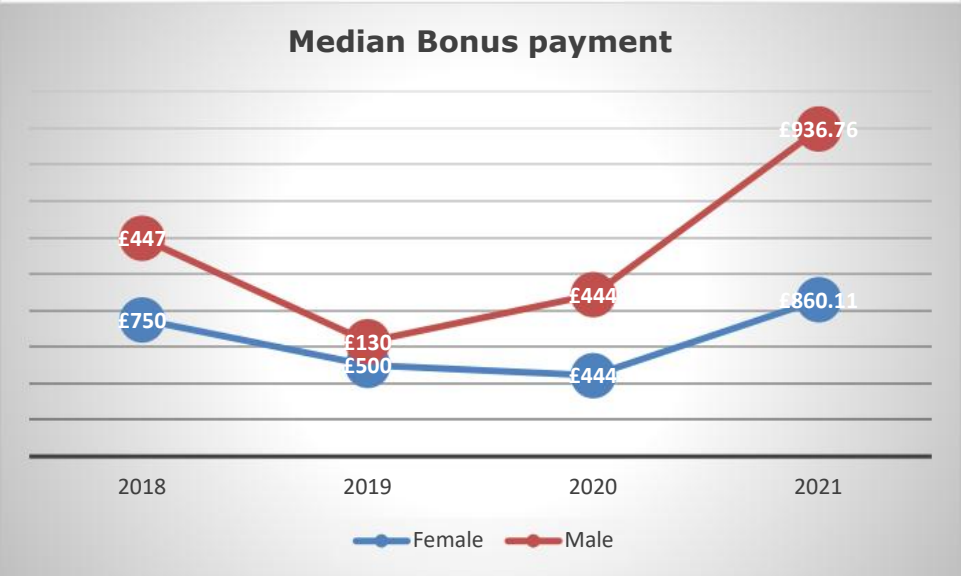
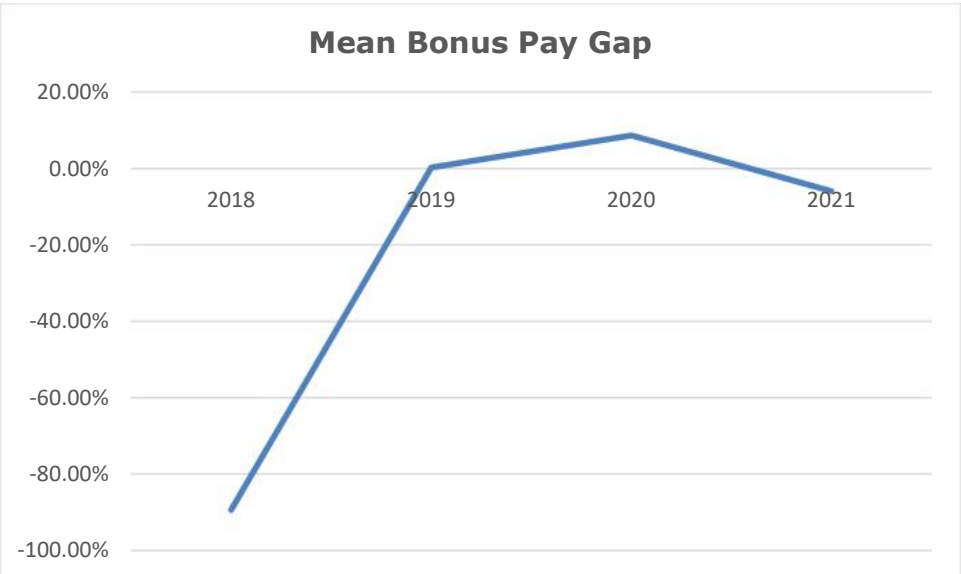
Warwickshire	Not available	22.9
Warwick Area	8.8	16.6
Warwick District Council	15.3 (2018) 14.6 (2019) 14.3 (2020) 13.9 (2021)	10.9 (2018) 10.0 (2019) 15.5 (2020) 15.5 (2021)

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

Appendix 1a







Appendix 2 to Minute 20

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 31st March 2021, and in relation to 'bonuses' paid between 1st April 2020 and 31st 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%).

		Not declared and White British	%	BAME	%	Total
Number of employees	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

Not declared	2021	2020	2019	2018
Employees	63	60	64	47
% of employees	10.98%	10.6%	9.4%	8.8%
Full time	38	34	38	31
Part time	9	10	10	10
% part time	14%	16.6%	15.6%	21.3%
Casual workers	16	16	16	6
Average week p/t	22.7	21.4	21.1	20.3
Hours between	7.67 - 35	7.50 - 35	7.50 - 33.5	7.67 - 33.5
Average week all	34.4%	33.6%	33.7%	32.9%
% Managerial roles	23.8%	15%	15.6%	19%
BAME	2021	2020	2019	2018
Employees	58	57	52	46
% of employees	10.1%	10.0%	9.4%	8.7%
Full time	40	39	37	32
Part time	17	17	13	10
% part time	29.3%	29.3%	25%	21.7%
Casual workers	1	1	2	4
Average week p/t	25.22	25.3	22.2	25.3
Hours between	7.67 - 35	7.67 - 35	7.67 - 35	8.63 - 35
Average week all	33.5	33.5	33.2	34.2
% Managerial roles	13.7%	14%	11.5%	8.7%
White British	2021	2020	2019	2018
Employees	453	450	441	438
% of employees	78.9%	79.4%	79.1%	82.5%
Full time	298	288	284	263
Part time	124	124	120	132
% part time	27.4	27.6%	27.2%	30%
Casual workers	31	38	37	43
Average week p/t	22.2	22.5	22.5	23.14
Hours between	6.23 - 35	7.50 - 35	7.67 - 35	7.67 - 35

Average week all	32.7	32.7	32.7	32.43
% Managerial roles	17.6%	18.2%	20.6%	21.5%

3. Mean, Median and Bonus Ethnicity Pay Gap Results

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

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

		Not declared and White British	BAME	Pay gap
Mean hourly rate	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%
Median hourly rate	2021	£13.21	£10.94	17.18%
	2020	£12.35	£10.54	14.65%
	2019	£11.74	£10.27	12.52%
	2018	£12.13	£10.44	13.93%
Mean bonus payment	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%
Median bonus payment	2021	£500.00	£500.00	0.00%
	2020	£444.00	£370.00	16.66%
	2019	£300.00	£500.00	-66.66%
	2018	£750.00	£750.00	0%
Proportion who received a bonus	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 31st March 2021. The Council's mean ethnicity pay gap has increased by 1.22% from 11.4% since 2018.

3.3 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 31st 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:

WDC Pay Quartiles by Ethnicity 31.3.21

Quartile	BAME	%	Not declared & White British	%	Total
Lower Quartile £4.55 to £10.83	14	9.79%	129	90.21%	143
Lower Middle Quartile £10.83 to £13.21	24	16.67%	120	83.33%	144
Upper Middle Quartile £13.21 to £17.06	12	8.39%	131	91.61%	143
Upper Quartile £17.06 to £59.85	8	5.56%	136	94.44%	144

WDC Pay Quartiles by Ethnicity 31.3.20

Quartile	BAME	%	Not declared & White British	%	Total
Lower Quartile £4.35 to £10.24	13	9.2%	128	90.8%	141
Lower Middle Quartile £10.24 to £11.88	22	15.5%	130	84.5%	142

Upper Middle Quartile £11.88 to £16.60	13	9.2%	129	91.8%	142
Upper Quartile £16.60 to £58.25	9	6.3%	133	93.7%	142

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

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

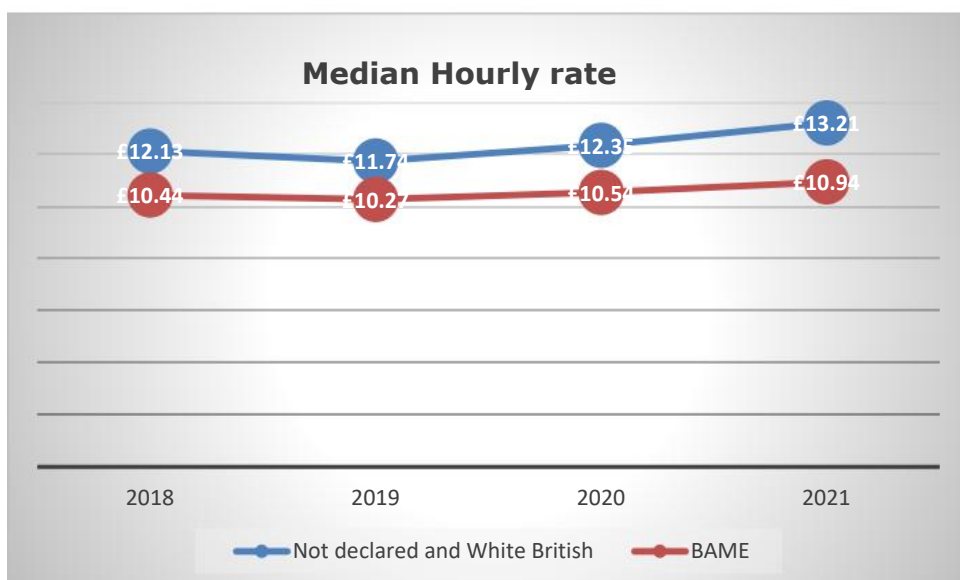
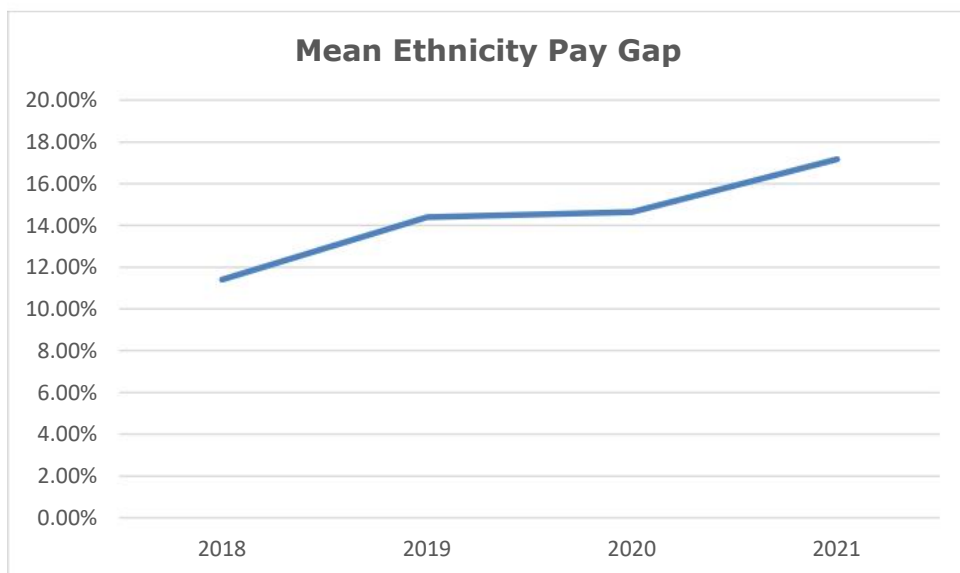
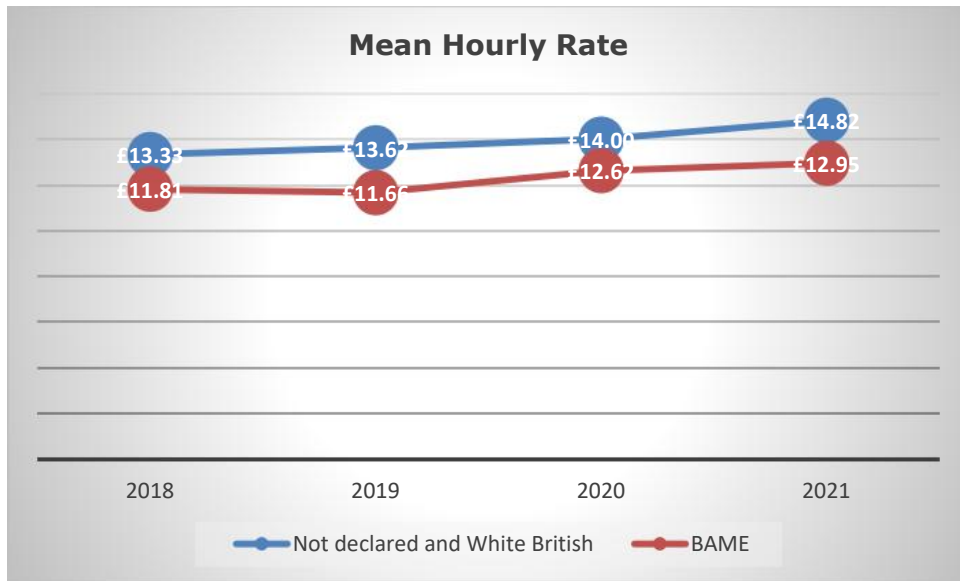
4.4 Quartile Pay Band Summary - In order for there to be no ethnicity pay gap, there would need to be an equal ratio of BAME to White British employees in each quartile.

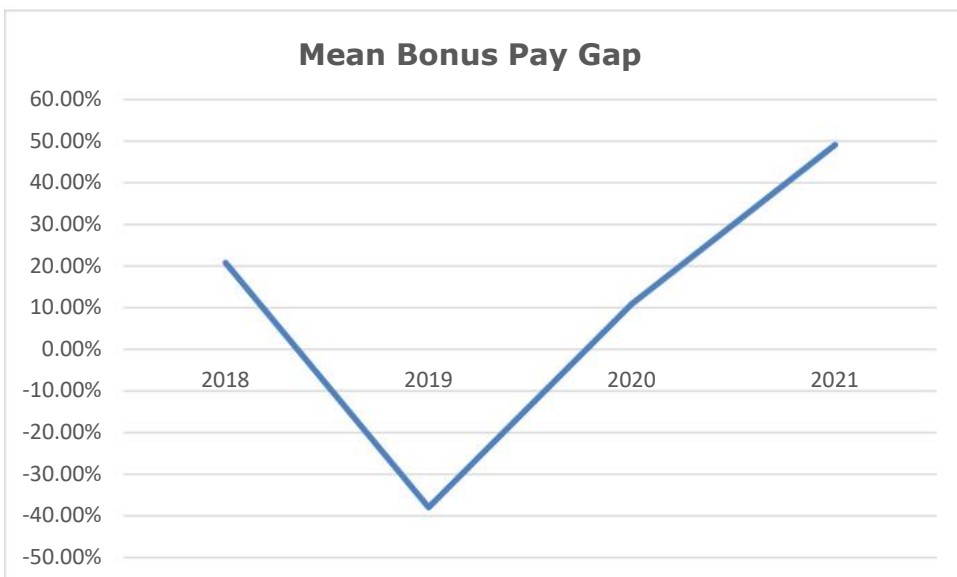
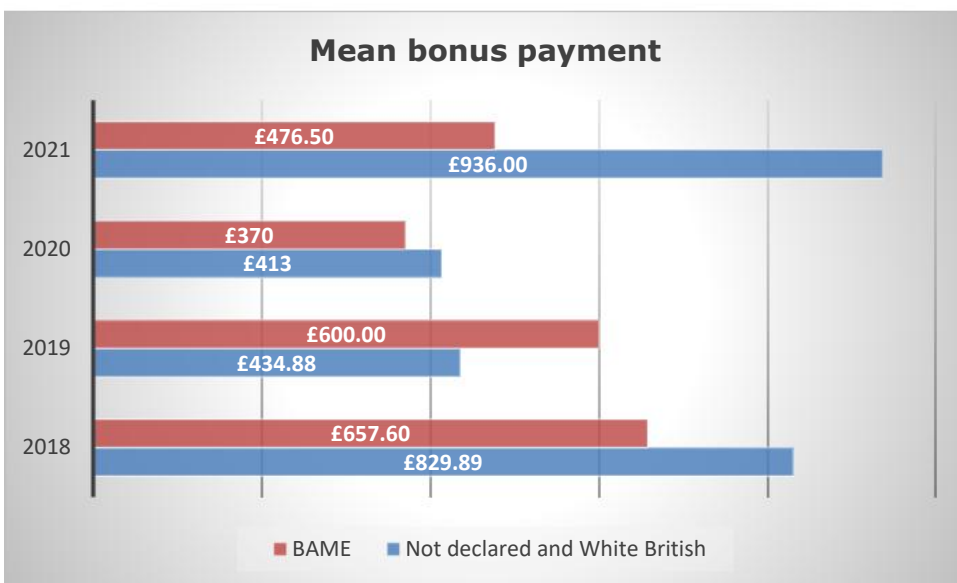
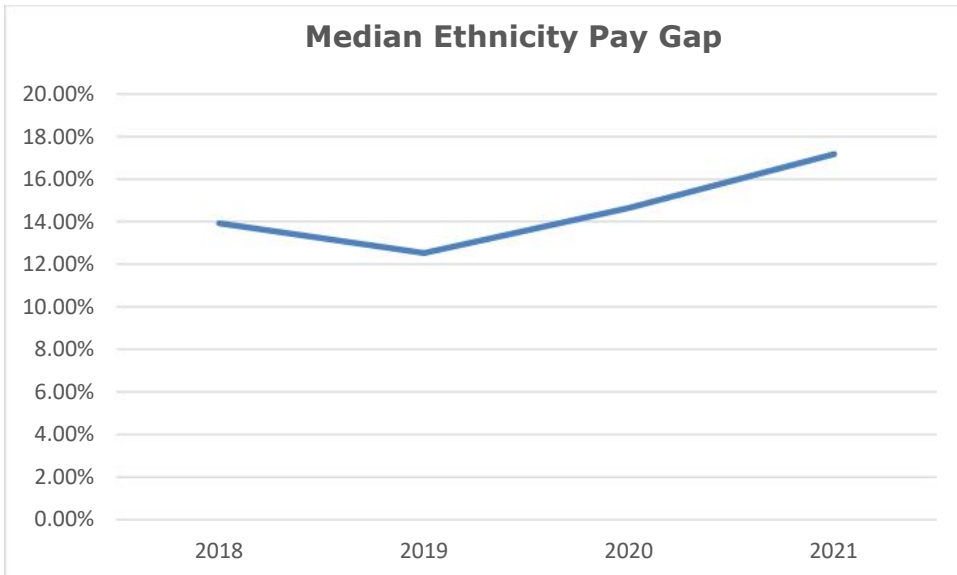
4.3 The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

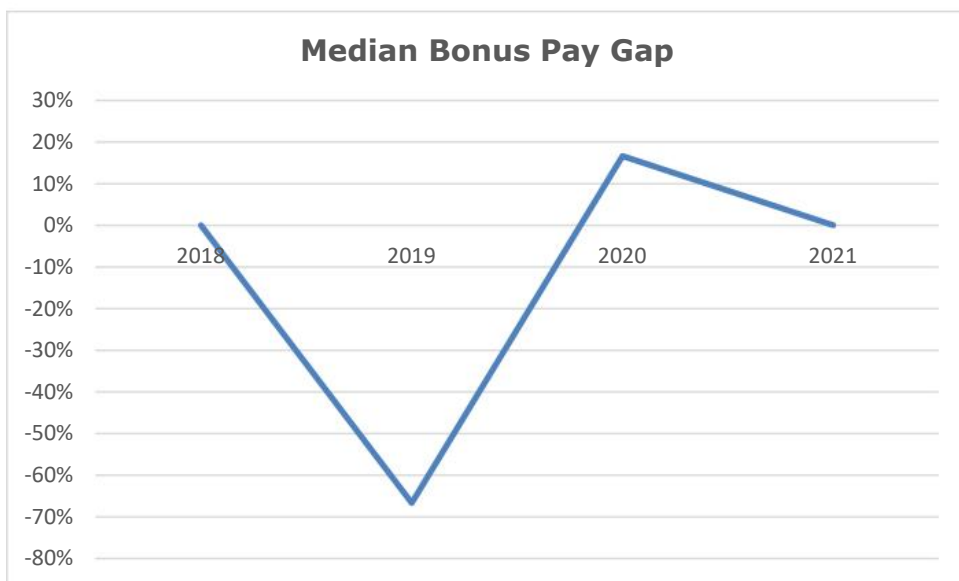
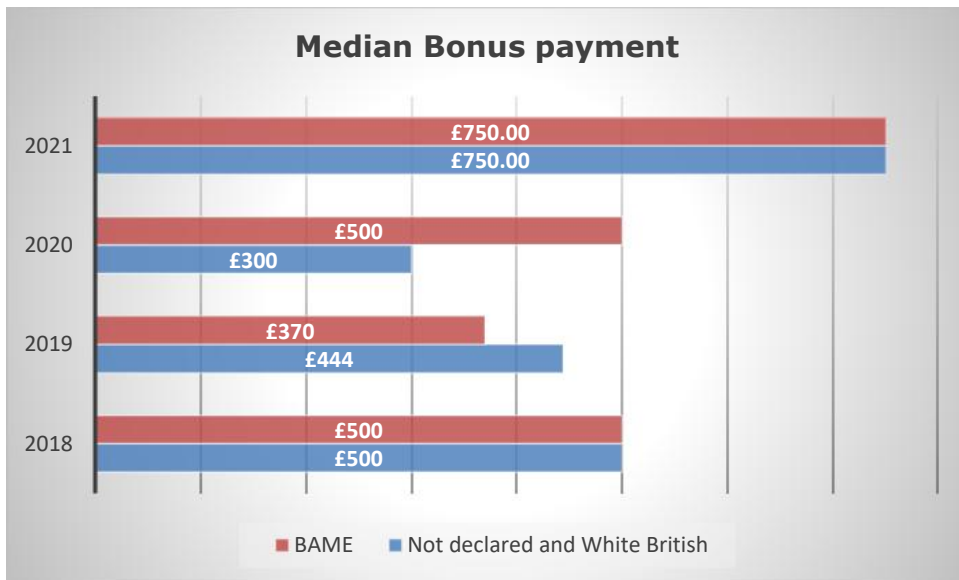
8.0 **Summary of Ethnicity Pay Gap Data as at 31st March 2021**

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







Title: Revision to the Senior Leadership Team of Warwick District Council

Lead Officer: Chris Elliott

Portfolio Holder: Councillor Day

Wards of the District directly affected: All

Summary

This report sets out proposals to revise the Senior Leadership Team of Warwick District Council. The Council faces significant challenges in the context of its Medium-Term Financial Strategy, service demands and the need to evolve and adapt following the Covid Pandemic and the decision not to progress the merger with Stratford-on-Avon District Council as well as an impending retirement. An interim structure was quickly implemented in May 2022, and it is now proposed to further revise this structure and formally realign functions within the reporting structure of the Senior Leadership Team.

Recommendation(s)

It is recommended that the Committee:

- (1) Approves the new Senior Leadership Team Structure, as set out at Appendix 2 to the report, to start from 1 October 2022 and notes the line reports (note existing Structure Appendix 1).
 - (2) Asks officers to include the overall salary budget reduction within the Medium-Term Financial Strategy and that it be reported to Cabinet as part of the next Budget Monitoring report.
 - (3) Notes the minor amendments to the Recruitment Guidelines set out at Appendix 3 to the report
 - (4) Subject to (3) being agreed, appoint a sub-committee of five Councillors to support the recruitment process of Head of Finance (s151).
 - (5) The Committee recommends to Council that the Monitoring Officer be delegated authority to update the Constitution (including the scheme of delegation) to reflect the new structure, roles, and responsibilities.
-

1 Background/Information

Following the cessation of the merger process with SDC in arriving at the proposed structure (Appendix 2) it is important to achieve the following outcomes:

- To provide stability for the organisation following the impact of the pandemic and the abandoned Political aspiration to merge.
- To recognise that, in line with the current budgetary forecast the Council needs to achieve recurring general fund savings of at least £2.4m over the next four to five years but with that figure likely to increase significantly.
- Whilst proposing to reduce the Service Areas by two, aiming to ensure that there is an equitable balance the overall quantum of work across all Service Heads positions.
- To recognise that the Senior Leadership Team are experiencing exceptional demands on their time, with both statutory responsibilities and political aspirations needing to be delivered.
- To recognise that there will need to be Service prioritisation of work and that it is not feasible for the full extent of all the Council's programme of work to be delivered at the same time. It must be carefully programmed over a longer period.

- 1.1 It is important to note that the approach to ways of working is not about working in 'silo' and that there will be areas where cross – functional working will be imperative and will be expected.
- 1.2 The existing organisational structure is illustrated at Appendix 1 and the proposed structure in Appendix 2. The proposed structure reflects that following the cessation of the merger with SDC, there was a vacancy as Head of Environment and Operations and that the Head of Culture, Tourism and Leisure has served notice that she will retire as from 30th September 2022. The opportunity has been taken therefore not to re-appoint to these two positions but to redistribute the services and activities of the Service Areas across the Council so reducing the number of Heads of Service by 2. The re distribution of the services affects some areas rather more than others. Other more modest changes are also proposed. Overall, the changes for example, reflect the Council's emerging Digital Strategy for example in aligning Benefits and Customer Service with ICT and the role that Arts can play with economic development and regeneration; and, that leisure management and green spaces services are related to the promotion of health and well-being and so have been aligned with other services that also contribute to these core policy objectives of the Council.
- 1.3 There are two other Head of Service posts that are currently vacant and are both currently filled on an interim basis by existing employees. As part of the proposed structure the current post of Head of Development Services, is proposed in the new structure as Head of Place, Arts and Economy and will be subject to the process as set out in the WDC Redeployment Policy and Procedure and Section 3 of the Process for the Recruitment of a Chief Officer (Appendix 3).
- 1.3.1 As part of the new proposed structure there is a proposal to delete the post of Policy and Projects Manager under the Chief Executive's scheme of delegation and subject to the decision of Employment Committee recommendation (1) the process as set out in the WDC Redeployment Policy and Procedure will apply with a view to avoiding/minimising any redundancies.
- 1.3.2 The other vacant post is the Head of Finance (Section 151 Officer), and it is proposed that the process of making a permanent appointment be started and

that a sub-Committee of five Members be appointed, subject to the agreement of the new Chair of the Employment Committee.

- 1.4 Where a post has been deleted, the individual is put "At Risk", and employees are matched to posts where skills and experience are assessed.

In general, suitable alternative employment means work that

- The employee can reasonably be expected to do considering his or her level of seniority and skills;
- is on terms and conditions that are not substantially less favourable to the employee; and,
- is suitable to the employee in the circumstances.

1.5 **Timetable and Process**

- 1.5.1 If approved by the Committee the new structure would come into place from 1 October 2022, with recruitment to the roles of Head of Place, Arts and Economy and Head of Finance (s151) being progressed following agreement from this Committee to ensure permanent appointments as soon as possible.

- 1.5.2 On reviewing the procedure adopted by the Council, following the decision not to progress with the merger with Stratford-on-Avon District Council, officers noted a small number of references to working with SDC within the procedure that have been removed. In addition, officers noted that the proposed Sub-Committee of three Councillors would comprise of a councillor from each of the Conservative, Liberal Democrat and Green groups. Reflecting on this it is considered a sub-committee of five Councillors would have greater reflection of the political proportionality of the Council. This would be made up of two Conservative, and a councillor from each of the Liberal Democrat, Green and Labour Groups. While this is not in line with the procedure it is the Committees' decision on the size of Sub-Committee it wishes to appoint.

- 1.5.3 This Council usually as part of its recruitment processes, advertises vacant posts internally first, as part of the process of encouraging staff development but has in some circumstances also advertised externally at the same time. The choice of process has significant implications time wise – 3 to 4 weeks for internal first compared to 3 to 4 months if external. In this case choosing the latter would not help the Council's budget setting process which needs to be completed by end of February. The Chief Executive will discuss these approaches with Group Leaders and the Chair of the Employment Committee.

2 **Alternative Options available to Employment Committee**

- 2.1 Should the Employment Committee choose not to make these amendments to the Senior Leadership Team structure then work on the implementation of the Business Strategy and ongoing projects will be impeded because of the continuing uncertainty. There are a variety of options that could have been considered but given the political direction to achieve and maintain stability quickly those options are not appropriate.

3 **Consultation and Member's comments**

- 3.1 Engagement and consultation where required with the LCG, the Senior Leadership Team, including those in Interim positions, and Unison has taken place prior to the proposals being presented to Employment Committee.

4 Implications of the proposal

4.1 Legal/Human Rights Implications

4.1.1 There are no implications arising at this stage.

4.2 Financial

4.2.1 The proposals will achieve an overall salary budget reduction, subject to approval of the proposed structure, and this saving will be included within the Medium-Term Financial Strategy and be reported to Cabinet as part of the next Budget Monitoring report.

4.3 Council Plan

The Council Plan has an external and internal focus as follows:

External	Internal
People – Health, Homes, Communities.	Effective Staff.
Services – Green, Clean, Safe.	Maintain or Improve Services
Money – Infrastructure, Enterprise, Employment.	Firm Financial Footing over the Longer Term

4.3.1 The proposal will assist the Council to better achieve these outcomes by enhancing its capacity and coordination of activity.

4.4 Environmental/Climate Change Implications

4.4.1 No implication.

4.5 Analysis of the effects on Equality

4.5.1 There is no requirement to carry out an impact assessment because of these proposals.

4.6 Data Protection

4.6.1 There are no implications at this stage.

4.7 Health and Wellbeing

4.7.1 The proposals aim to recognise that the Senior Leadership Team are experiencing exceptional demands on their time, with both statutory responsibilities and political aspirations needing to be delivered.

5 Risk Assessment

5.1 The risks associated with these proposals are to ensure that there are sufficient resources and capacity to address existing services and projects.

5.2 That the functions do not operate in 'silo' and work as required as 'One Council'.

6 Conclusion/Reasons for the Recommendation

6.1 An interim Senior Leadership structure was quickly adapted to in May 2022, and it is proposed to further revise this structure and formally realign functions within the reporting arrangements to the Senior Leadership Team to provide stability for the organisation.

Report Information Sheet

Please complete and submit to Democratic Services with report

Committee / Date	6 th September	
Title of report	Revision to the Senior Management Team of Warwick District Council	
Officer / Councillor Approval *required	Date	Name
Ward Members(s)		
Portfolio Holder		Andrew Day
Financial Services *		
Legal Services (*SDC)		
Other Services		
Chief Executive(s)	12.8.22	Chris Elliott
Head of Services(s)*		
Section 151 Officer		Andrew Rollins
Monitoring Officer		Andrew Jones
CMT (WDC)		
Leadership Co-ordination Group (WDC)		
Other organisations		
Final decision by this Committee or rec to another Cttee / Council?	Yes/No Recommendation to: Cabinet / Council Committee	
Contrary to Policy / Budget framework?	No/Yes	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No/Yes, Paragraphs:	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No/Yes, Forward Plan item – scheduled for (date)	
Accessibility Checked?	Yes/No	

Chief Executive - Chris Elliott

			Programme Director for Climate Change - Dave Barber		Deputy Chief Executive & Monitoring Officer - Andrew Jones			
Head of ICT David Elkington	Head of Finance Andrew Rollins (interim) s151	Head of People & Communications Tracy Dolphin	Head of Community Protection Marianne Rolfe	Head of Development Phil Clarke (interim)		Head of Culture, Tourism & Leisure Rose Winship	Head of Assets Steve Partner	Head of Housing Lisa Barker
Application Support Implementation and Support of business applications Mark Bayliss	Accountancy All Council Accountancy Services Andrew Rollins	People Corporate HR People Management Learning & Development Corporate Payroll Tracy Dolphin	Safeguarding CCTV & Emergencies Safeguarding Community Safety Team Elizabeth Young	Development Management Enforcement Land Charges Conservation Gary Fisher	Democratic Services Elections/Electoral Registration/Committee Registration/Councillors/FOI/Data Protection/Complaints/Civic Support/Corporate Support Team/Information Governance Graham Leach - Deputy Monitoring Officer	Arts Royal Spa Centre & Theatre Town Hall Royal Pump Rooms Art Gallery & Museum Arts Development David Guilding	Compliance Repairs & Maintenance Facilities Simon Hodges	Housing Needs Homelessness and Housing Advice Private Sector Housing Disabled Adaptations Rough Sleeper Initiative Community Wellbeing Team Elaine Wallace
GIS Geographical Information Systems (GIS) Digital Mapping Services Local Land & Property Gazetteer (LLPG) Street Naming & Numbering Mark Barnes	Audit & Risk Corporate Fraud Investigation Corporate Insurance Internal Audit Risk Management Richard Barr	Communication Media & Communication Design Website Print Room Nicki Curwood	Environmental Health & Licensing Food Safety Health & Safety Licensing & Environmental Health Lorna Hudson	Building Control (Warwick, Rugby & Daventry) Phil Rook	Contract Services Refuse & Recycling Collections Parks & Open Space Maintenance Street Cleansing Off Street Parking & Rangers Zoe Court	Sports & Leisure Leisure Contracts Outdoor Sport Active Communities Ann Hill	Technical Technical Surveying & Contactors Andy Paul	Landlord Operations Landlord Services to Council Tenants, Collecting Rent, Estate Management, Ensuring Tenancy Conditions are Complied with Caroline Russell
Helpdesk & Technical Support Desktop Services including Helpdesk Lee Millest	Procurement Compliance with Legislation Support & Advice on Procurement Contracts Rebecca Reading			Policy & Projects Local Plan & Planning policy development Major sites implementation Corporate feasibility studies Economic Development Business Support & Events Phil Clarke	Green Spaces Green Space Strategy St Marys Land Wildlife Habitats Dave Anderson	Sports Programme Major Capital Sports Projects Padraig Herlihy	Senior Building Surveyor Russell Marsden	Housing Strategy and Development Housing Strategy, New Affordable Housing Developments inc Council House Building, Tenants Participation Sally Kelsall
Infrastructure Services Data centres, networks, telephony, server management Richard Bates	Exchequer Council Tax and Business Rates Rate Collection Sundry Debt Collection Corporate Invoice Payment Paul Town				Programme Team Development & Delivery of Major projects Ruth Hytch	Commonwealth Games Delivery of local Games venues Partnership working re Tourism & Business Infrastructure improvements Christina Boxer	Internal Health & Safety (Vacant Post)	Business Development & Change Within Housing Service Paul Smith
Transformation Lead Tass Smith	Benefits & Customer Services Housing Benefits & Council Tax Reduction Customer Service Andrea Wyatt						Bereavement Services Oakley Wood Crematorium & Cemeteries Pam Chilvers	Milverton Homes

Chief Executive - Chris Elliott								
			Programme Director for Climate Change - Dave Barber (Climate Change team reporting to Dave Barber)		Deputy Chief Executive & Monitoring Officer - Andrew Jones			
Finance Head of Service Andrew Rollins (interim) s151	People & Communications Head of Service Tracy Dolphin		Community, Environment & Leisure Services Marianne Rolfe	Place, Arts and Economy Head of Service Phil Clarke (interim)		Neighbourhood and Assets Head of Service Steve Partner	Housing Head of Service Lisa Barker	Customer & Digital Services Head of Service David Elkington
Accountancy Steven Leathley (interim)	People Corporate HR People Management Corporate Payroll Employee Relations Sue Firminger/Elaine Priestley	Commonwealth Games Programme Manager Christina Boxer	Community Safety CCTV & Emergencies Community Safety Team Community Well-being Health/Safeguarding Elizabeth Young	Development Management Enforcement Land Charges Conservation Gary Fisher	Democratic Services Elections & Electoral Registration/Civic & Committee Support /Councillor Support/Information Governance/Corporate Complaints/Corporate Support /Performance Management Graham Leach - Deputy Monitoring Officer	Compliance Repairs & Maintenance Facilities Simon Hodges	Housing Needs Homelessness and Housing Advice Private Sector Housing HEART Rough Sleeper Initiative Housing Allocations and nominations Elaine Wallace	Application Support Implementation and Support of business applications Mark Bayliss
Audit and Risk Corporate Fraud Investigation Corporate Insurance Internal Audit Risk Management Richard Barr	Learning and Development Officer Karen Weatherburn		Environmental Health and Licensing Environmental Protection Food Safety & Safety Health Licensing Lorna Hudson	Building Control (Warwick, Rugby & Daventry) Phil Rook	Sports Programme Major Capital Sports Projects Padraig Herlihy	Technical Technical Surveying & Contractors Andy Paul	Landlord Operations Landlord Services to Council Tenants, Estate Management, Lifeline, Fire Safety, Retrofitting Council stock Caroline Russell	GIS Geographical Information Systems (GIS) Digital Mapping Services Local Land & Property Gazetteer (LLPG) Street Naming & Numbering Mark Barnes
Procurement Compliance with Legislation Support & Advice on Procurement Contracts Sundry Debt Collection Corporate Invoice Payment Rebecca Reading	Marketing and Communications Media Design Website Print Room Nicki Curwood		Green Spaces Green Space Strategy St Marys Land Wildlife Habitats Dave Anderson	Planning Policy and Delivery Local Plan & Planning policy development Major sites implementation Andrew Cornfoot	Programme Team Development & Delivery of Major projects Ruth Hytch	Senior Building Surveyor Russell Marsden	Housing Strategy and Development Housing Strategy, New Affordable Housing Enabling and Council House Building, Tenants Participation Business Support Sally Kelsall	Helpdesk & Technical Support Desktop Services including Helpdesk Lee Millest
Exchequer Council Tax and Business Rates Rate Collection Paul Town			Sports & Leisure Leisure Contracts Outdoor Sport Active Communities Business Support Ann Hill	Arts & Culture Royal Spa Centre & Theatre Town Hall Royal Pump Rooms Art Gallery & Museum Arts Development Enterprise David Guilding		Internal Health & Safety (Vacant Post)	Business Development and Change Within Housing Service Paul Smith	Infrastructure Services Data centres, networks, telephony, server management Richard Bates
				Economic Development & Regeneration Corporate feasibility Studies Tourism Business Support and Events Martin O'Neill		Bereavement Services Oakley Wood Crematorium & Cemeteries Pam Chilvers	Milverton Homes and JV's	Transformation Lead Tass Smith
						Contract Services Refuse & Recycling Collections Parks & Open Space Maintenance Street Cleansing Off Street Parking & Rangers Public Conveniences Zoe Court		Benefits and Customer Services Housing Benefits & Council Tax Reduction Customer Services Andrea Wyatt

Process for the Recruitment of a Chief Officer

This policy applies to JNC Heads of Service, Deputy Chief Executive, Programme Director for Climate Change and Chief Executive.

The policy refers to the Chief Executive but this role may be fulfilled by a Deputy Chief Executive.

Where the procedure below refers to the Sub-Committee this will be replaced by the whole Committee when recruiting to the position of Chief Executive/Head of Paid Service.

When recruiting to the Role of Chief Executive/Head of Paid Service no Officer from the Council will be present during interviews, with exception of the Head of People & Communications and Monitoring Officer (or appointed deputies if they are unavailable or candidates) will be available to Members.

Contents:

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

1. The Decision to Recruit

As part of overall organisational development and recruitment processes all vacancies including those of Chief Officer level are reviewed to align with the needs of the organisation and the structure that support this. The Chief Executive will consider these points, in deciding whether or not to recommend to Group Leaders and the Chair of Employment Committee that a vacant senior post should be filled.

2. The Recruitment Timetable

Once the decision is taken to recruit a Head of Service the process is organised by HR. They will produce a timetable to ensure that there is sufficient time to ensure the administration required runs smoothly.

It is vital that Members on the Sub Committee respond as soon as possible to requests for availability and consider who will be their substitute, who has to be a member of the Employment Committee, if they are not available for the process.

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

3. Advertising & Information Packs

The Council seek to maximise the opportunities for alternative careers for employees facing potential job loss through redundancy. The highest priority will be given to maintaining the security of staff as it is Council policy to avoid redundancy wherever possible. Therefore, staff "at risk" are provided with the opportunity to apply or could be offered the post as "suitable alternative employment" for Chief Officer positions prior to external advertising. This aligns with the Redeployment Policy and Procedure which applies to all employees within the Council. If recruitment is not successful via those at risk, then wider advertising can be used. The main method of which is through the Council's web page. In addition other external methods may be used; these could include a specialised publication relevant to the service.

Advertising attracts a significant cost and it is important to monitor the response rate to different media to ensure that the right mix is being used; HR in conjunction, where relevant with external support will ensure a diverse range of publications and blended approach is applied and analysed for response rates.

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

The Portfolio Holder may attend every stage of the recruitment process to listen to the discussions and will provide their view of the candidates at the shortlisting and final interview stages. However they will not form part of the decision making Sub-Committee, unless duly appointed by the relevant Committee as a member of that Sub-Committee. If they do not form part of the Sub-Committee written authority must be received from the Chairman of the Sub-Committee to attend.

4. Long Listing

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

However any applicant who has declared a disability and who meets the essential criteria will automatically be included in the longlisting process.

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

Long-listing will take place as soon as possible following the closing date for applications. This first stage of selection is carried out by a panel that consists of the Chief Executive, a Deputy Chief Executive and the Head of People & Communications. The panel may also be joined by an independent specialist advisor.

When the recruitment is to the role of the Head of Paid Service the decisions in respect of Long Listing will be taken by the Employment Committee with support from external independent advisors.

5. The First Interview

This is conducted by the panel who undertook the long-listing. The purpose of this interview is to check the application and measure the candidate's qualifications, achievements and experience against the person specification. At this stage any candidates will be assessing whether the Council offers the opportunities and challenges that they are looking for. The Longlisting process must of course remain free of bias or discrimination and the decision not to invite a candidate for interview must be objectively justified.

6. Selection Testing

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

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

7. Short-Listing

It is the role of the Chief Executive and Head of People & Communications to guide and advise Members in relation to the shortlisting and interview process.

A short-listing meeting will be arranged as soon as possible after the first interviews. This will be in the form of a meeting of the Sub-Committee, of three members from the appropriate Committee; this is a private meeting with the need for a published agenda.

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

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

The aim at this session is to decide which, if any, candidates are suitable to go forward to the final stage of the process. The decision must be made on

demonstrable evidence taking all the information that has been gathered into account.

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

Members will keep the copies of the applications for the shortlisted candidates to bring with them on the final interview day. Applications must be kept securely during this period as they contain personal data. The unsuccessful candidates' forms must be handed in to HR so that they can be destroyed appropriately

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

8. The Final Interview

The final interview will be a separate meeting of the Sub-Committee. This is a private meeting with a published agenda.

The membership of the Sub-Committee will be those who sat on the shortlisting. The Chair appointed by the Councillors on the Sub-Committee, will be responsible for ensuring that the interviews run to schedule.

The interview may include a presentation to the Sub-Committee. The Chief Executive, Head of People & Communications and independent advisor will also be present to provide advice.

The Head of People & Communications with support from the independent advisor will supply a list of suggested questions that the Sub-Committee can choose from and agree in advance of the interviews, who will ask which question; they will also receive a scoring sheet for summarising the assessments.

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

The questions are deliberately the same to all candidates to ensure consistency and fairness although Members can ask supplementary questions to follow through any points which have been made by the candidate or to encourage them to expand their answer. There may also be further questions designed specifically for the candidate based on any feedback from tests completed prior to the interview

Members should have in mind the range of answers they would expect to their question and any key points they would expect the candidates to bring out. Conducting interviews is a mentally demanding activity. You will need to concentrate throughout a series of interviews and at the same time make

enough notes to be able to mark each candidate against the criteria for the position

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

All paperwork must be passed back to the Head of People and Communications at the end of the final interview day for filing or shredding as necessary.

9. Making the Decision

At the end of the interview the Chair will allow time for final reflection on the candidate (s) and then invite discussion from all Sub-Committee members on each candidate in turn. The Chief Executive/HR or Independent advisor will remind the Sub-Committee of the results from the first interview stage so that these can be considered as part of the final decision.

The aim is to appoint the best candidate for the job. If this falls short of the expected standard, Members should decide not to make an offer.

The selection process is designed to help members identify potential for development as well as suitability for the job.

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

10. The Job Offer

Candidates are not expected to wait too long for the outcome of the interview.

Prior to the offer being made the Chief Executive or the Head of People and Communications will write to the Cabinet to inform them of the proposal to appoint and give them a specified period (no more than 36 hours) in which to inform the Leader of the Council if they have any objections to the appointment. The Leader will consult the Cabinet on this and provide a response. This is a requirement of the Local Authorities (Standing Orders) (England) Regulations 2001 for councils operating executive arrangements.

If no objections are made the successful candidate will be contacted , by the Chief Executive or the Head of People and Communications. They will then inform the Sub-Committee and Cabinet of the decision.

It should be noted that in respect of the appointments to one of the three statutory roles, it needs to be made clear that the offer is subject to confirmation by Council.

A written offer of employment will be prepared by HR subject to pre-employment checks (for external candidates).

11. Induction

The appointment will be announced via an email from the Chief Executive, Leaders and Chairman of the Sub-Committee to all Councillors and on the intranet. For certain positions the Councils strategic partners would also be informed.

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

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

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

12. Feedback to Candidates

This will be given by the Independent Advisor on behalf of the Council on request. Councillors will not give feedback.